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# CONTENTS


| | | |
|---|---|---|
| Chap 01. | Introduction to Public Administration | 9-84 |
| Chap 02. | Administrative Thought | 85-160 |
| Chap 03. | Indian Administration | 161-235 |
| Chap 04. | State & Local Administration | 236-312 |
| Chap 05. | Comparative and Development Administration | 313-395 |
| Chap 06. | Economic and Financial Administration | 396-471 |
| Chap 07. | Social Welfare Administration | 472-551 |
| Chap 08. | Public Policy | 552-632 |
| Chap 09. | Governance and Good Governance | 633-713 |
| Chap 10. | Research Methodology | 714-789 |


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# UNIVERSITY GRANTS COMMISSION
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## NET SYLLABUS

**Subject : Public Administration** **Code No. : 14**

## Unit-I

**Introduction to Public Administration:** Public Administration- Meaning, Nature, Scope & Significance; Evolution and Present Status of the Discipline; Politics-Administration Dichotomy; Globalization and Public Administration; Paradigm shift from Government to Governance.

Principles of Organization: Division of work; Hierarchy; Coordination; Unity of Command; Span of Control; Authority, Power and Responsibility; Delegation, Centralization and Decentralization; Line, Staff and Auxiliary Agencies; Leadership and Supervision; Decision-making and Communication.

Meaning, Nature and Scope of Personnel Administration: Classification, Recruitment, Training, Promotion, Compensation and service conditions, Discipline, Civil Service Neutrality, Anonymity and Commitment, Professional Associations and Unionism.

## Unit-II

**Administrative Thought:** Approaches to the study of Public Administration: Oriental – Kautilya; Classical – F W Taylor, Henri Fayol, Max Weber, Luther Gulick and Lyndall Urwick ; Human Relations - Elton Mayo, Mary Parker Follett; Behaviouralism – Chester Barnard, Herbert Simon; Motivation – Abraham Maslow, Fredrick Herzberg, Douglas McGregor; Organizational Humanism – Chris Argyris, Rensis Likert; Writers on Administration: Dwight Waldo, Ferrel Heady, Robert Golembiewski and Peter Drucker; Minnobrook Perspective, New Public Service and Post Modernism.

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## Unit-III

**Indian Administration:** Evolution - Ancient, Mughal and British Periods; Constitutional Framework: Parliamentary and Federal Features.

Union Government: President; Prime Minister & Council of Ministers; Cabinet Committees; Central Secretariat; Cabinet Secretariat; and Prime Minister Office. Election Commission and Electoral Reforms, Union State Relations.

Accountability: Legislative; Executive; and Judicial.
Citizen Grievance Redressal Mechanism: Lok Pal; Lok Ayukta; Central Vigilance Commission and Regulatory Authorities. Issue Areas: Politician and Civil Servant relations, Generalists and Specialists debate and Combating Corruption.
Civil Services: Classification – All India Services, Central Services and State Services; Recruitment Agencies – Union Public Service Commission, State Public Service Commissions and other Commissions and Boards: Capacity Building of Civil Servants and Civil Service Reforms.
Planning: Planning Commission, National Development Council, NITI Aayog, State Planning Commissions / Boards and Planning Departments.
Judiciary: Indian Constitution and Independence of Judiciary: Supreme Court; High Courts; Judicial Review and Public Interest Litigation and Judicial Reforms. Police Administration and Reforms. E- Governance Initiatives in Indian administration.

## Unit-IV

**State & Local Administration:** Constitutional Framework of State Administration – State Legislature; Governor – Role and Functions; Chief Minister – Powers and Functions; Council of Ministers; Role and Functions of Chief Secretary; State Secretariat ; Directorates and Commissionerate; District Administration – Concept and Evolution, District Collector - Power, Functions and Changing role; Autonomous District Councils - Structure, Powers and Functions, District Rural Development Agency; Evolution of Local Governance in India.
Local Governance: 73rd & 74th Constitutional Amendment Acts: State Election Commission ; State Finance Commission; District Planning Committee; Rural Governance - Gram Sabha, Gram Panchayats, Panchayat Samitis and Zila Parishads, Finance in PRIs, Personnel administration at local level; Policies and Programmes of Rural Development – MGNAREGA.
Growth of Urbanization, Urban Governance - Structure, Composition, Functions of Municipal Corporations, Municipal Councils, Nagar Panchayats and Metropolitan Governance - Sources of Finance; Personnel Administration. Reforms in Urban Governance -Solid Waste Management, Smart and AMRUT cities

## Unit-V

**Comparative and Development Administration**: Comparative Public Administration: Concept, Nature, Scope and Significance of Comparative Public Administration; Public Administration and its Environment. Approaches and Methods to the study of Comparative Administration: Institutional, Behavioural, Structural-Functional, Ecological and Systems Approaches.Fred Riggs's Typology of Societies and Features; Problems of Comparative Research; Comparative Studies –Influence of Globalization; Salient Features of the administrative systems of UK, USA, France and Japan.



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Development Administration: Development and its Dimensions. Development and Modernization; Approaches to Development - Sustainable Development and Anti-Development; Sustainable Development Goals (SDGs).

Development Administration: Concept, Nature, Scope, Objectives, Features and Significance; Ecology of Development Administration, Contribution of Fred Riggs, Dwight Waldo and Edward Widener; Role of Bureaucracy in Development. Globalization and Development Administration; Emergence of Non-State actors in Development Administration; Public-Private Partnerships; Corporate Social Responsibility, Human Development Indicators and Social Audit.

## Unit-VI

**Economic and Financial Administration**: Economic Policies - Mixed Economy to Liberalization, Privatization and Globalization (LPG); New Economic Policy (NEP); Industrial Policy since Independence; Government in Business - Public Enterprises-Concept, Growth and Forms of Public Enterprises; Management, Problem of Accountability and Autonomy; Disinvestment Policies.

Financial Administration**:** Public Finance – Revenue and Expenditure: Nature, Scope and Significance of Financial Administration; Budget – Meaning, Purpose and Significance; Budgetary Process – preparation, enactment and execution; Types of Budget – PPBS, Performance Budget, Zero-Based Budget and Gender Budget; Fiscal Responsibility and Budget Management Act (FRBMA) and Sunset legislation. Fiscal Federalism – Union-State Financial Relations, Finance Commission. Financial Control-Legislature and Executive; Parliamentary Committees and Comptroller and Auditor General of India. Taxation policies – Principles of Taxation –Progressive and Proportional taxation – Reforms in Taxation policies.

## Unit-VII

**Social Welfare Administration**: Concept of Social Welfare, Social Justice and Social Change; Concept of Equity and Inclusiveness in Social Justice; Concept of Affirmative action-Reservations; Institutional arrangement for Social Welfare & Social Justice Administration; NGOs, Civil Societies and Voluntary Agencies; Policies, Programmes and Institutional Framework for the Protection and Welfare of SCs/ STs / OBCs/ Women/ Children, Aged, Differently-abled (Divyang) and Minorities Commissions – Women, SC/ST, Minority- Role and Functions.

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Disaster Management **-** Nature and Types of Disaster; Institutional Arrangements for Disaster Management; Role of State and Non-State actors.

## Unit-VIII

**Public Policy:** Nature, Scope and Importance of Public Policy; Evolution of Public Policy and Policy Sciences; Public Policy and Public Administration. Approaches to

Public Policy – Process Approach, Logical Positivism, Phenomenological Approach, Participatory and Normative Approaches.

Theories and Models of Policy Making – Harold Lasswell, Charles Lindblom, Yehezkel Dror .

Institutions of Policy Making - Legislature, Executive and Judiciary. Types of Policy Analysis - Empirical, Normative, Retrospective and Prospective, Prescriptive and Descriptive. Policy Implementation, Outcomes and Evaluation.

Constraints on Public Policy – Socio-economic, Political, Institutional and Cultural. Role of Media, Public Opinion, Civil Society and Pressure Groups on Policy Making.

## Unit-IX

**Governance and Good Governance:** Ancient Discourse – Kautilya, Plato and Aristotle on Good Governance; Elements and Forms of Good Governance; Theories and Concepts of Governance – World Bank and UNDP; State, Market and Civil Society, Public Choice Theory, New Public Management, Public Value Theory, Governance as Theory, Governance and Public Governance.

Networking and Collaborative Governance, Business Process Re-engineering, ICT and Governance – e-Government and e-Governance, e-Readiness and Digital Divide.

Accountability, Openness and Transparency; Gender and Governance.

Citizen and Governance: Civil Society – Role and Limitations, Citizen Participation, Right to Information – RTI Act and Administrative Reforms, National Information Commission, Citizen Charter – Concept, Objectives and Significance.

Ethics and Public Accountability in Governance: Rule of Law and Administrative Law, Delegated Legislation and Administrative Adjudication. Ethical Foundations of Governance: Constitutional Values, Family, Society and Education.

## Unit-X

**Research Methodology:** Social Science Research- Meaning and Significance; Distinction between Methodology and Method; Facts and Values in Research; Role of Research in Theory-Building; Scientific Method; Objectivity in Social Research; Types of Research; Identification of Research Problem; Hypotheses and Null-Hypotheses; Validation of Hypothesis; Research Design; Methods of Data Collection- Primary and Secondary sources- ( Observation; Questionnaire and Interview, Use of Library and Internet);Sampling and Sampling Techniques; Scales of Measurement; Analysis of Data and Use of Computers in Social Science Research- SPSS; Citation patterns and Ethics of Research ; Bibliography; Report Writing.



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# CHAPTER 01

# Introduction to Public Administration

**1.** Which term best defines Public Administration as 'government in action'?
(A) Nature
(B) Meaning
(C) Scope
(D) Significance

**2.** Consider the following statements regarding the principle of Hierarchy:
**Statement I :** It refers to a graded organization of several successive steps or levels.
**Statement II :** It facilitates the 'scalar process' where communication and authority flow up and down.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**3.** Which of the following is an INCORRECT statement regarding the nature of Public Administration?
(A) It is a cooperative group effort in a public setting.
(B) It covers the executive, legislative, and judicial branches and their links.
(C) It is exclusively focused on the for-profit activities of the government.
(D) It has an important role in the formulation of public policy.

**4.** The 'Politics-Administration Dichotomy' is most centrally concerned with the relationship between:
(A) Central government and local government
(B) Line agencies and staff agencies
(C) Public sector and private sector
(D) Policy formulation and policy execution

**5.** What is the primary purpose of 'Training' in Personnel Administration?
(A) To evaluate the performance of an employee for promotion.
(B) To determine the initial salary of a new recruit.
(C) To equip employees with the knowledge and skills needed for the job.
(D) To enforce disciplinary actions against errant employees.

**6.** Read the following Assertion (A) and Reason (R) and choose the correct option.
**Assertion (A) :** The principle of Unity of Command suggests that an employee should receive orders from one superior only.
**Reason (R) :** Receiving orders from multiple superiors can create confusion, conflict, and a divided sense of loyalty.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

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**7.** A newly appointed civil servant is instructed not to show any political favouritism in their work and to serve any government in power with equal dedication. This professional expectation is best described as:
(A) Civil Service Anonymity
(B) Civil Service Unionism
(C) Civil Service Promotion
(D) Civil Service Neutrality

**8.** All of the following are considered 'Principles of Organization' EXCEPT:
(A) Globalization
(B) Division of work
(C) Span of Control
(D) Coordination

**9.** Consider the following statements regarding the concept of 'Governance':
1. It is a broader concept than 'government'.
2. It includes the role of non-state actors like civil society and the market.
3. It focuses solely on the formal institutions of

the state.
4. It emphasizes processes and outcomes rather than just structures.

Which of the above statements is/are correct?
(A) 1 and 2 only
(B) 1, 2, and 4 only
(C) 3 and 4 only
(D) All of the above

**10.** Identify the INCORRECT pair from the following:
(A) Line Agency - Responsible for personnel recruitment for all departments
(B) Line Agency - Directly involved in achieving organizational goals
(C) Staff Agency - Provides advice and support to the line agency
(D) Auxiliary Agency - Provides common housekeeping services

**11.** Arrange the following principles of organization in the logical sequence of their application in a new organization:
1. Division of work
2. Delegation of Authority
3. Establishment of Hierarchy
4. Coordination

(A) 1, 3, 2, 4
(B) 2, 1, 4, 3
(C) 3, 4, 1, 2
(D) 1, 2, 3, 4

**12.** The process of conferring upon a subordinate a specified authority to be exercised by him is known as:
(A) Supervision
(B) Delegation
(C) Centralization
(D) Coordination

**13.** What is the primary cause for the increased significance of Public Administration in modern states?
(A) The formal emergence of the politics-administration dichotomy.
(B) The widespread adoption of a minimalist state concept.
(C) The expansion of state functions and the rise of welfare states.
(D) The sharp decline in the importance of international relations.

**14.** Match List I with List II and select the correct answer using the codes given below:
List I: (Concept)
P. Politics-Administration Dichotomy
Q. Government to Governance
R. Globalization
S. Evolution of Discipline

List II: (Associated Idea)
1. Paradigm Shifts
2. Interconnected ness and reduced state autonomy
3. Separation of policy and execution
4. Inclusion of non-state actors

(A) P-3, Q-4, R-2, S-1
(B) P-1, Q-2, R-3, S-4
(C) P-3, Q-1, R-4, S-2
(D) P-4, Q-3, R-1, S-2

**15.** In the context of Personnel Administration, what does 'Classification' primarily refer to?
(A) The grouping of positions into classes based on duties and responsibilities.
(B) The formalized process of selecting and screening candidates for a job.
(C) The systematic method of rewarding high-performing employees with pay.
(D) The strategic method of training new employees for future leadership.

**16.** Which statement best represents the 'scope' of Public Administration?
(A) It is solely concerned with the activities of the executive branch.
(B) It encompasses the 'what' and 'how' of government.
(C) It is limited to the study of organizational principles.
(D) Its significance is declining in the era of globalization.

**17.** Read the following Assertion (A) and Reason (R) and choose the correct option.
**Assertion (A) :** Globalization has posed significant challenges to traditional models of Public Administration.
**Reason (R) :** Traditional public administration was primarily designed for a closed, national system, which is inadequate in an interconnected world.
(A) Both A and R are true and R is the correct explanation of A.

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(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**18.** Consider the following statements:
**Statement I :** Power is the ability to influence the behavior of others, which may or may not be legitimate.
**Statement II :** Authority is the legitimate right to command and is a formal concept.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**19.** The concept of 'Span of Control' refers to:
(A) The geographical area under an administrator's jurisdiction.
(B) The total duration of a public project.
(C) The number of subordinates a superior can effectively supervise.
(D) The range of powers vested in a chief executive.

**20.** Which of the following is NOT a core aspect of Personnel Administration?
(A) Recruitment
(B) Training
(C) Discipline
(D) Budget formulation for the entire state

**21.** The term 'Anonymity' in the context of the civil service implies that:
(A) Civil servants are not held accountable for any of their professional actions.
(B) The identity of civil servants is kept entirely secret from the public eye.
(C) Civil servants work behind the scenes and the ministers take credit or blame.
(D) Civil servants are permitted to express their political views anonymously.

**22.** The shift from 'Government' to 'Governance' signifies a move towards:
(A) A more powerful and centralized state apparatus.
(B) A network-based approach involving multiple stakeholders.
(C) The complete privatization of all public services.
(D) A reduced emphasis on public accountability and transparency.

**23.** The principle of 'Division of Work' is primarily aimed at achieving:
(A) Centralization
(B) Unity of Command
(C) Wide Span of Control
(D) Specialization

**24.** What does 'Responsibility' in an organizational context mean?
(A) The obligation of a subordinate to perform the assigned duties.
(B) The power to make decisions independently.
(C) The number of people a manager supervises.
(D) The advisory role played by staff agencies.

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**25.** A government department decides to outsource its IT services to a private company instead of managing them in-house. This action is a practical example of the influence of:
(A) The Politics-Administration Dichotomy.
(B) The principle of hierarchy.
(C) The paradigm shift from government to governance.
(D) The concept of civil service anonymity.

**26.** Which of the following accurately identifies a correct statement about 'Coordination'?
(A) It is the process of synchronizing activities to achieve common goals.
(B) It is an automatic outcome of proper division of work.
(C) It is only necessary at the highest level of the organization.
(D) It is synonymous with the principle of Unity of Command.

**27.** Match List I with List II and select the correct answer using the codes given below:
List I: (Personnel Action)
P. Recruitment
Q. Training
R. Promotion
S. Discipline
List II: (Purpose)
1. Advancement to a higher position
2. Corrective action for misconduct
3. Attracting suitable candidates to apply for jobs

4. Enhancing employee skills and knowledge

(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-1, S-2
(C) P-4, Q-3, R-2, S-1
(D) P-3, Q-1, R-4, S-2

**28.** The concept of 'paradigm shift' in the context of Public Administration's evolution refers to:
(A) Minor adjustments in administrative procedures.
(B) A fundamental change in basic concepts and practices.
(C) The regular transfer of government officials.
(D) The process of decentralizing power to local bodies.

**29.** Read the following Assertion (A) and Reason (R) and choose the correct option.
**Assertion (A) :** Decentralization involves the transfer of authority from the central government to lower levels of government or subordinate units.
**Reason (R) :** It is often pursued to enhance administrative efficiency, promote local participation, and ensure quicker decision-making.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**30.** Which of the following activities falls under the purview of an 'Auxiliary Agency'?
(A) Law enforcement by the police department.
(B) Tax collection by the revenue department.
(C) Foreign policy formulation by the ministry of external affairs.
(D) Printing and stationery supply by a central government press.

**31.** Which of the following statements concerning 'Civil Service Neutrality' is INCORRECT?
(A) It allows civil servants to publicly criticize the policies of the ruling party.
(B) It requires civil servants to be politically impartial.
(C) It implies that civil servants should not engage in party politics.
(D) It ensures the executive serves any political party in power without bias.

**32.** The process of 'Decision-making' in an organization is best described as:
(A) The issuance of orders from a superior to a subordinate.
(B) The process of choosing a course of action from among alternatives.
(C) The flow of information from the bottom to the top of the hierarchy.
(D) The supervision of subordinates' work.

**33.** Consider the following statements regarding the key characteristics of Public Administration:
1. Profit motive is secondary or absent.
2. It operates within a legal framework.
3. It is subject to public accountability.
4. Its actions must be consistent and uniform.
5. It is isolated from political influence.

Which of the above statements are correct?
(A) 1, 2, 3, and 4 only
(B) 2, 3, 4, and 5 only
(C) 1, 3, and 5 only
(D) All of the above

**34.** The 'Significance' of Public Administration is demonstrated by its role in:
(A) All of the above.
(B) Implementing public policies and delivering services.
(C) Maintaining social stability.
(D) Facilitating socio-economic change.

**35.** The formation of employee groups to collectively bargain for better service conditions and wages is known as:
(A) Civil Service Neutrality
(B) Delegation of authority
(C) Professional Associations and Unionism
(D) Centralization

**36.** A cause-and-effect relationship exists between 'Division of Work' and 'Specialization'. Which statement correctly explains this?
(A) Specialization leads to an inefficient and fragmented division of work.
(B) Division of work and specialization are considered opposing concepts.
(C) Specialization is a prerequisite for centralizing organizational authority.
(D) Dividing complex tasks into parts allows for

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expertise and specialization.

**37.** Consider the following statements about 'Delegation':
**Statement I :** Delegation means abdication of responsibility by the superior.
**Statement II :** The ultimate responsibility for the performance of the task remains with the superior who delegates the authority.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**38.** The main distinction between 'Line' and 'Staff' agencies is based on:
(A) Their location in the capital city.
(B) The nature of their function and authority.
(C) The number of employees they have.
(D) Their source of funding.

**39.** The most appropriate term for the flow of information, ideas, and feelings among people in an organization is:
(A) Supervision
(B) Decision-making
(C) Hierarchy
(D) Communication

**40.** In the context of globalization's impact, Public Administration is increasingly concerned with:
(A) Adhering to universal standards of governance and human rights.
(B) Isolating national policies from global trends.
(C) Reducing the scope of international cooperation.
(D) Strengthening purely nationalistic administrative practices.

**41.** Which of the following is a primary function of a 'Professional Association' in the context of civil services?
(A) To organize political rallies against the government.
(B) To directly recruit candidates for civil service positions.
(C) To promote ethical standards and professional development.
(D) To dictate policy decisions to the government.

**42.** Which of the following statements about 'Authority' is correct?
(A) Authority is the institutionalized and legitimate power inherent in a position.
(B) Authority is synonymous with power.
(C) Authority is primarily based on coercion and force.
(D) Authority cannot be delegated from a superior to a subordinate.

**43.** Which of the following is NOT a method of ensuring 'Coordination' in an organization?
(A) Establishing clear hierarchical lines of authority.
(B) Creating inter-departmental committees.
(C) Developing and communicating a clear organizational plan.
(D) Encouraging intense competition and conflict between units.

**44.** The system of filling a higher vacant post from among the employees of the same department or organization is called:
(A) Recruitment
(B) Promotion
(C) Training
(D) Classification

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**45.** The evolution of Public Administration as a discipline can be traced through distinct phases or paradigms. Which of the following is considered the first major paradigm?
(A) The Principles of Administration
(B) The Public Policy Perspective
(C) The Politics-Administration Dichotomy
(D) The Era of Challenge to the discipline

**46.** 'Centralization' refers to the:
(A) Geographical concentration of government offices in one city.
(B) Transfer of power to lower levels of the administrative hierarchy.
(C) Division of work among various departments.
(D) Retention of decision-making authority at the top levels.

**47.** Identify the correct pair:
(A) Discipline - A system of rewards and penalties to ensure orderly behavior.
(B) Compensation - The process of employee

selection.
(C) Training - Moving an employee to a higher position.
(D) Recruitment - The legal framework governing an employee's tenure.

**48.** The concept of 'Commitment' in the civil service context primarily refers to:
(A) Commitment to the ideology of the ruling political party.
(B) Commitment to the goals of public service and the constitution.
(C) Commitment to personal career advancement above all else.
(D) Commitment to the interests of a specific region or community.

**49.** Which of the following best describes the 'Nature' of Personnel Administration?
(A) It is solely a legalistic and procedural function.
(B) It is a dynamic function concerned with managing human resources.
(C) It is a static function with unchanging principles.
(D) It is primarily concerned with financial auditing and budgeting.

**50.** 'Supervision' in an organizational setting involves:
(A) Overseeing the work of subordinates to ensure efficiency.
(B) Formulating the overall goals of the organization.
(C) Electing the leader of the organization.
(D) Communicating exclusively with external stakeholders.

**51.** Match List I with List II and select the correct answer using the codes given below:
List I: (Principle)
P. Span of Control
Q. Unity of Command
R. Hierarchy
S. Delegation
List II: (Meaning)
1. Flow of authority from top to bottom
2. Transfer of authority to a subordinate
3. Number of subordinates under one superior
4. One subordinate reports to one superior
(A) P-3, Q-4, R-1, S-2
(B) P-1, Q-2, R-3, S-4
(C) P-4, Q-3, R-2, S-1
(D) P-3, Q-1, R-4, S-2

**52.** The idea that administration should be separated from politics to make it a science was a core tenet of the:
(A) Governance model
(B) Public Policy school
(C) Era of Challenge
(D) Politics-Administration Dichotomy

**53.** Read the following Assertion (A) and Reason (R) and choose the correct option.
**Assertion (A) :** Effective communication is vital for organizational efficiency.
**Reason (R) :** Communication is the primary means by which coordination is achieved, decisions are transmitted, and employee morale is influenced.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**54.** The process of attracting, screening, selecting, and appointing suitable candidates for jobs within an organization is known as:
(A) Promotion
(B) Recruitment
(C) Training
(D) Discipline

**55.** Which of the following statements about Leadership is INCORRECT?
(A) Leadership is the ability to influence a group toward the achievement of goals.
(B) A person can be a leader without being a manager.
(C) Leadership involves motivating subordinates and directing their activities.
(D) Formal authority is the only source of leadership influence.

**56.** The term 'Service Conditions' in personnel administration refers to:
(A) The rules governing employment, such as leave and retirement.
(B) The physical condition of the office building.

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(C) The process of promoting an employee.
(D) The initial training program for new recruits.

**57.** Consider the following statements regarding the key consequences of Globalization for Public Administration:
1. Increased need for international administrative cooperation.
2. Pressure to adopt practices of efficiency and transparency from the private sector.
3. Diminished role of the state in regulation and service delivery.
4. Complete erosion of national sovereignty.

Which of the above statements are correct?
(A) 1 and 2 only
(B) 1, 2, and 3 only
(C) 3 and 4 only
(D) All of the above

**58.** The 'scalar principle' is another name for the principle of:
(A) Hierarchy
(B) Span of Control
(C) Unity of Command
(D) Division of Work

**59.** The 'present status of the discipline' of Public Administration is characterized by:
(A) A return to the strict Politics-Administration Dichotomy.
(B) A complete rejection of all classical principles of organization.
(C) A focus solely on domestic administrative issues, ignoring globalization.
(D) An interdisciplinary nature and a focus on governance and public policy.

**60.** When a senior official grants a junior official the right to make certain decisions, but the senior official remains ultimately accountable, this is an example of:
(A) Centralization
(B) Delegation
(C) Unionism
(D) Anonymity

**61.** Consider the following statements:
**Statement I :** A Staff agency has command authority over the Line agency.
**Statement II :** An Auxiliary agency provides services that are common to all departments, such as printing or supplies.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**62.** The main objective of establishing 'Discipline' within a public organization is to:
(A) Provide a mechanism for rapid promotions.
(B) Encourage the formation of trade unions.
(C) Select the best candidates for employment.
(D) Ensure employees conform to the organization's rules.

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**63.** The concept of "power" is distinguished from "authority" in that power:
(A) Can exist without formal sanction or a specific office.
(B) Is always legitimate.
(C) Can only be exercised in a downward direction.
(D) Is a narrower concept than authority.

**64.** The primary challenge to the 'Politics-Administration Dichotomy' came from the realization that:
(A) Politics is always corrupt and inherently biased.
(B) Administrators are involved in policy and exercise discretion.
(C) The principles of administration were universally applicable.
(D) Administration is a purely technical and value-free activity.

**65.** Chronologically arrange the steps involved in a typical decision-making process:
1. Identifying and defining the problem.
2. Evaluating alternatives.
3. Choosing the best alternative.
4. Developing alternative solutions.
5. Implementing and evaluating the chosen solution.

(A) 1, 4, 2, 3, 5
(B) 1, 2, 3, 4, 5
(C) 4, 1, 2, 3, 5
(D) 2, 4, 1, 5, 3

**66.** What is the 'compensation' component of personnel administration concerned with?

(A) The salary, wages, and other benefits received by an employee.
(B) The disciplinary action taken against an employee.
(C) The training given to improve an employee's skills.
(D) The process of recruiting new employees.

**67.** A Police Department is an example of a:
(A) Staff Agency
(B) Auxiliary Agency
(C) Line Agency
(D) Non-governmental Organization

**68.** The paradigm shift from 'Government' to 'Governance' implies that:
(A) The state is the only actor in public service delivery.
(B) Bureaucracy has become more powerful and less accountable.
(C) Public administration has ceased to be a relevant field.
(D) The role of the market and civil society is recognized.

**69.** Which of the following is NOT a principle of organization?
(A) Hierarchy
(B) Unity of Command
(C) Civil Service Neutrality
(D) Division of Work

**70.** If a manager in a large corporation is finding it difficult to oversee the work of 60 direct subordinates, this issue relates to the principle of:
(A) Unity of Command
(B) Span of Control
(C) Delegation
(D) Hierarchy

**71.** Read the following Assertion (A) and Reason (R) and choose the correct option.
**Assertion (A) :** Civil service anonymity protects officials from political victimization.
**Reason (R) :** Since ministers are responsible to the legislature for the work of the department, civil servants who advise them should not be publicly identified or held accountable.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**72.** The term 'scope' in Public Administration refers to:
(A) The area of study and operation of public administration.
(B) The historical development of the subject.
(C) The importance of public administration in society.
(D) The principles of organizational structure.

**73.** The primary reason for the 'Division of Work' in an organization is to:
(A) Increase the workload of every employee.
(B) Promote generalization among employees.
(C) Enhance efficiency through specialization.
(D) Reduce the need for coordination.

**74.** Which of the following statements correctly defines 'Leadership'?
(A) The process of influencing people to work willingly towards group objectives.
(B) The process of forcing compliance through formal authority.
(C) The act of managing financial resources of an organization.
(D) The function of providing common services to all departments.

**75.** Consider the following statements regarding the relationship between Authority, Power, and Responsibility:
1. Authority is the legitimate right to give orders.
2. Power is the ability to exert influence.
3. Responsibility is the obligation to perform a duty.
4. In an ideal organization, authority should be commensurate with responsibility.
5. Power can be exercised without formal authority.

Which of the above statements are correct?
(A) 1, 2 and 3 only
(B) 1, 3 and 4 only
(C) 1, 2, 4 and 5 only
(D) All of the above

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**76.** The concept of 'Civil Service Neutrality' is most closely associated with the idea of a:
(A) Politically committed bureaucracy.
(B) Permanent, non-partisan executive.
(C) Bureaucracy run by elected officials.
(D) Bureaucracy open to unionism.

**77.** An organization's structure that shows who reports to whom is a depiction of its:
(A) Coordination mechanism
(B) Communication network
(C) Hierarchy
(D) Span of control

**78.** The increasing interconnected ness of economies and societies across the world, which impacts national administration, is known as:
(A) Decentralization
(B) Delegation
(C) Centralization
(D) Globalization

**79.** Consider the following statements:
**Statement I :** Centralization means concentration of decision-making authority at a few points in the organization.
**Statement II :** Decentralization is the systematic dispersal of decision-making authority throughout the organization.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**80.** A major 'significance' of Public Administration in developing countries is its role in:
(A) Maintaining the status quo.
(B) Nation-building and socio-economic development.
(C) Focusing exclusively on international relations.
(D) Promoting the interests of former colonial powers.

**81.** Which of the following is NOT a part of the personnel administration process?
(A) Classification of posts
(B) Formulation of the national budget
(C) Promotion policies
(D) Recruitment procedures

**82.** The formal and systematic process of imparting knowledge and skills to employees to perform their jobs effectively is called:
(A) Training
(B) Recruitment
(C) Promotion
(D) Discipline

**83.** The principle which states that an employee should be responsible to only one superior is known as:
(A) Span of Control
(B) Hierarchy
(C) Unity of Command
(D) Division of Work

**84.** 'Unionism' in the public sector primarily refers to:
(A) The unification of different government departments.
(B) The principle of a unified chain of command.
(C) The process of decentralizing administrative power.
(D) The right of employees to form associations to promote their interests.

**85.** Which of the following best explains the "paradigm shift from Government to Governance"?
(A) An increase in the power of central government.
(B) The complete abolition of government institutions.
(C) A focus from state-controlled hierarchies to multi-actor networks.
(D) A shift from democratic to authoritarian rule.

**86.** Match List I with List II and select the correct answer using the codes given below:
List I: (Agency Type)
P. Line Agency
Q. Staff Agency
R. Auxiliary Agency
S. Independent Regulatory Commission
List II: (Example)
1. Ministry of Finance (giving financial advice)
2. Department of Police
3. Central Public Works Department (maintaining buildings)
4. Securities and Exchange Board

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(A) P-2, Q-1, R-3, S-4
(B) P-1, Q-2, R-4, S-3
(C) P-2, Q-3, R-1, S-4
(D) P-4, Q-1, R-3, S-2

**87.** Which of the following is an example of an 'incorrect pair'?
(A) Hierarchy - Scalar Principle
(B) Division of Work - Specialization
(C) Unity of Command - One Boss
(D) Span of Control - Centralization

**88.** The evolution of Public Administration as a discipline is marked by a series of 'paradigm shifts'. Which of these is NOT considered a major paradigm in its history?
(A) The complete fusion of administration and commerce
(B) Politics-Administration Dichotomy
(C) Principles of Administration
(D) Public Choice Theory

**89.** Read the following Assertion (A) and Reason (R) and choose the correct option.
**Assertion (A) :** The principle of hierarchy is essential for large-scale organizations.
**Reason (R) :** Hierarchy provides clear channels of communication, defines lines of authority and responsibility, and facilitates control.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**90.** The concept that civil servants give advice to ministers, but the final decision is taken by the minister, who is then answerable to the public and the legislature, is a reflection of:
(A) Civil Service Anonymity
(B) Civil Service Commitment
(C) Civil Service Unionism
(D) Civil Service Classification

**91.** The primary purpose of 'Supervision' is to:
(A) Exercise control over subordinates.
(B) Ensure that work is performed as planned.
(C) Guide and assist subordinates.
(D) All of the above.

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**92.** The "present status" of Public Administration is best described as:
(A) A settled discipline with universally accepted principles.
(B) An evolving, interdisciplinary field focused on governance, policy, and comparative studies.
(C) A discipline in identity crisis, facing decline.
(D) A sub-field of political science with no independent identity.

**93.** Which of the following actions constitutes an application of the 'Delegation' principle?
(A) A minister personally signing every file in the ministry.
(B) A CEO making all operational decisions for all departments.
(C) A District Collector authorizing a Sub-Divisional Magistrate to handle a specific land dispute case.
(D) A subordinate refusing to take orders from a superior.

**94.** What is the fundamental difference between 'Centralization' and 'Decentralization'?
(A) The number of employees in an organization.
(B) The type of work being done (e.g., manufacturing vs. service).
(C) The geographical location of organizational units.
(D) The degree of authority retained at the top versus dispersed to lower levels.

**95.** In Personnel Administration, 'position classification' is based on:
(A) The duties, responsibilities, and qualifications required for the position.
(B) The age and gender of the employee holding the position.
(C) The political affiliation of the person in the position.
(D) The seniority of the employee in the organization.

**96.** The statement "Administration is politics since it must be responsive to the public interest" would be made by a critic of:
(A) The Governance model
(B) The Politics-Administration Dichotomy
(C) The principle of Hierarchy
(D) Globalization

**97.** Consider the following statements about 'Communication' in an organization:
1. It can be formal or informal.
2. Downward communication involves transmitting goals and instructions.
3. Upward communication provides feedback to managers.
4. It is a one-way process from top to bottom.

Which of the above statements are correct?
(A) 1 and 2 only
(B) 1, 2, and 3 only
(C) 3 and 4 only
(D) All of the above

**98.** The most significant impact of globalization on the 'scope' of public administration is the inclusion of:
(A) Transnational and global issues like climate change and terrorism.
(B) Local and regional issues only.
(C) Historical administrative systems.
(D) The study of animal group behavior.

**99.** A cause-and-effect relationship can be seen between poor coordination and organizational inefficiency. Why?
(A) Because poor coordination ensures everyone works towards the same goal.
(B) Because coordination is an outdated principle not relevant to modern organizations.
(C) Because poor coordination leads to duplication of effort, conflicting actions, and wastage of resources.
(D) Because inefficiency is the primary cause of good coordination.

**100.** Which of the following is NOT a characteristic of 'Power'?
(A) It is the ability to influence others.
(B) It can be based on expertise or charisma.
(C) It is a relational concept, existing between people or groups.
(D) It is always accompanied by formal authority.

**101.** Arrange the following personnel processes in their logical order for a new employee:
1. Recruitment
2. Training
3. Placement (in a specific job)
4. Promotion

(A) 1, 3, 2, 4
(B) 1, 2, 3, 4
(C) 2, 1, 3, 4
(D) 1, 4, 2, 3

**102.** What is meant by the 'Meaning' of Public Administration?
(A) The range of activities it covers.
(B) Its core definition and conceptual understanding.
(C) Its importance in modern society.
(D) Its historical evolution.

**103.** Consider the following statements regarding the evolution of Public Administration:
**Statement I :** The Politics-Administration Dichotomy provided an early identity for Public Administration as a distinct field of study.
**Statement II :** The dichotomy has been largely criticized and modified over time, with most scholars now acknowledging the political role of administrators.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**104.** A manager who is responsible for the primary objectives of the organization, such as production or sales, heads a:
(A) Line unit
(B) Staff unit
(C) Auxiliary unit
(D) Neutral unit

**105.** 'Discipline' in an administrative context refers to:
(A) The academic subject of Public Administration.
(B) The division of the organization into specialized units.
(C) The orderly conduct of employees and adherence to rules.
(D) The promotion of employees to higher ranks.

**106.** Match List I with List II and select the correct answer using the codes given below:
List I: (Core Activity)
P. Decision-making

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Q. Communication
R. Leadership
S. Supervision

List II: (Meaning)
1. Influencing followers
2. Choosing between alternatives
3. Overseeing work
4. Transmitting information

(A) P-1, Q-2, R-3, S-4
(B) P-2, Q-4, R-1, S-3
(C) P-2, Q-1, R-4, S-3
(D) P-3, Q-4, R-1, S-2

**107.** The 'Anonymity' of civil servants is a corollary of:
(A) Judicial review
(B) Parliamentary sovereignty
(C) Civil service unionism
(D) Ministerial responsibility

**108.** Read the following Assertion (A) and Reason (R) and choose the correct option.
**Assertion (A) :** The span of control should be narrow at the top of the organization and wider at the lower levels.
**Reason (R) :** Work at higher levels is more complex, non-routine, and requires more intensive supervision, whereas lower-level work is often routine and standardized.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**109.** Which of the following is NOT a feature of the paradigm shift from Government to Governance?
(A) Emphasis on networks and partnerships.
(B) Increased role for market mechanisms.
(C) Greater focus on hierarchical, top-down control.
(D) Inclusion of civil society organizations in policy processes.

**110.** Consider the following statements regarding the justifications for the 'Delegation' of authority:
1. It relieves top executives of routine work.
2. It facilitates quicker decision-making at the operational level.
3. It serves as a training ground for subordinates.
4. It helps in increasing the morale of employees.
5. It completely eliminates the superior's accountability.

Which of the above statements are correct?
(A) 1, 2, 3 and 4 only
(B) 2, 3, 4 and 5 only
(C) 1, 3, and 5 only
(D) All of the above

**111.** The term that encompasses salary, allowances, benefits, and other monetary and non-monetary rewards given to employees is:
(A) Compensation
(B) Discipline
(C) Recruitment
(D) Classification

**112.** A defining characteristic of a 'Staff' agency is that its authority is:
(A) The authority of command.
(B) The authority of ideas and advice.
(C) Absolute and final.
(D) Limited to auxiliary functions.

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**113.** The evolution of Public Administration was significantly influenced by a desire to bring 'business-like' efficiency into government. This was a key theme during the phase of:
(A) The Era of Challenge
(B) The Politics-Administration Dichotomy and Principles of Administration
(C) The Governance paradigm
(D) The Public Policy perspective

**114.** The concept of 'Responsibility' is best described as:
(A) The obligation to perform an assigned task.
(B) The power to give commands.
(C) The freedom to choose between alternatives.
(D) The right to form a union.

**115.** A key 'significance' of Public Administration lies in its role as an instrument for:
(A) Generating profit for the state.
(B) Conducting political campaigns.
(C) Implementing laws and policies passed by the legislature.
(D) Overruling judicial decisions.

**116.** Which of these is an example of a negative 'Disciplinary' action in personnel administration?
(A) Awarding a bonus for excellent performance.
(B) Sending an employee for advanced training.
(C) Promoting an employee to a higher grade.
(D) Issuing a warning or suspension for misconduct.

**117.** The 'Nature' of public administration is often debated as being either a science or an art. Those who argue it is an art emphasize the role of:
(A) Universal principles and predictability.
(B) Laboratory experiments and hypothesis testing.
(C) Skills, discretion, and judgment in administrative situations.
(D) Mathematical models and data analysis.

**118.** Which principle is violated when a subordinate receives conflicting instructions from two different managers?
(A) Span of Control
(B) Unity of Command
(C) Hierarchy
(D) Division of Work

**119.** A government sets up a new committee to harmonize the activities of the Health Ministry and the Education Ministry for a school health program. This is a direct attempt to achieve:
(A) Centralization
(B) Delegation
(C) Division of Work
(D) Coordination

**120.** Identify the incorrect statement regarding 'Professional Associations':
(A) They are primarily focused on collective bargaining for wages, like a trade union.
(B) They aim to enhance the professional status of their members.
(C) They often formulate a code of conduct for their members.
(D) They promote research and knowledge-sharing in a particular profession.

**121.** The phrase "the management of men and materials in the accomplishment of the purpose of the state" is a classic definition of the _____ of Public Administration.
(A) Nature
(B) Significance
(C) Meaning
(D) Scope

**122.** If a decision is made at the field level by a local office rather than at the headquarters, it is an example of:
(A) Decentralization
(B) Centralization
(C) Anonymity
(D) Unity of Command

**123.** The 'Public' aspect of Public Administration implies that it is:
(A) Open for everyone to join.
(B) Always performed in public view.
(C) Same as private administration.
(D) Accountable to the people and operates in the public interest.

**124.** In the context of the evolution of Public Administration, the 'Era of Challenge' was characterized by:
(A) Strong faith in universal administrative principles.
(B) Questioning of the principles and the politics-administration dichotomy.
(C) The emergence of the governance concept.
(D) A focus on separating politics from administration.

**125.** Consider the following statements regarding the functions of different agency types:
1. A Line agency directly serves the public and fulfills the primary mission of the organization.
2. A Staff agency provides specialized advice and assistance to the line agencies.
3. An Auxiliary agency provides common housekeeping services like supplies and maintenance.
4. Line agencies have command authority, while Staff agencies have advisory authority.

Which of the above statements are correct?
(A) 1 and 2 only
(B) 1, 3 and 4 only
(C) 2 and 4 only
(D) All of the above

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**126.** Which of the following is NOT a form of 'Training' in personnel administration?
(A) On-the-job training
(B) Vestibule training
(C) Induction training
(D) Recruitment test

**127.** Read the following Assertion (A) and Reason (R) and choose the correct option.
**Assertion (A) :** The principle of Delegation is a pre-requisite for the functioning of a large organization.
**Reason (R) :** A single top executive cannot personally perform all the tasks or make all the decisions necessary for the organization to function.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**128.** The shift from a state-centric, hierarchical model to one involving public, private, and non-profit actors is the core of the:
(A) Politics-Administration Dichotomy
(B) Government to Governance paradigm shift
(C) Principle of Unity of Command
(D) Concept of Civil Service Neutrality

**129.** The most fundamental principle of organization, upon which all others are based, is:
(A) Span of Control
(B) Division of Work
(C) Unity of Command
(D) Delegation

**130.** Chronologically arrange the following paradigms in the evolution of Public Administration:
1. Era of Challenge
2. Politics-Administration Dichotomy
3. Public Policy Perspective
4. Principles of Administration
(A) 2, 4, 1, 3
(B) 1, 2, 4, 3
(C) 2, 1, 3, 4
(D) 4, 2, 1, 3

**131.** The term 'Civil Service Commitment' is often debated. The most constitutionally acceptable interpretation of this term is commitment to:
(A) The ideology of the ruling political party.
(B) The personal directives of the Prime Minister, regardless of legality.
(C) The principles of the Constitution and the welfare of the people.
(D) The interests of the civil service itself.

**132.** The process of choosing one alternative from many in order to solve a problem is the essence of:
(A) Communication
(B) Coordination
(C) Supervision
(D) Decision-making

**133.** Which statement about the 'Present Status of the Discipline' of Public Administration is most accurate?
(A) It has become less relevant due to privatization.
(B) It has reverted to the classical principles of Taylor and Fayol.
(C) It is increasingly interdisciplinary and focused on problem-solving.
(D) It is now exclusively the study of non-governmental organizations.

**134.** An employee's 'Compensation' package is a key aspect of which administrative field?
(A) Financial Administration
(B) Personnel Administration
(C) Development Administration
(D) Comparative Public Administration

**135.** The 'grapevine' is a common term for which type of communication in an organization?
(A) Formal downward communication
(B) Formal upward communication
(C) External communication
(D) Informal communication

**136.** The principle of 'Unity of Command' is often seen as being challenged in modern organizations by the existence of:
(A) Functional specialists and matrix structures.
(B) A clear hierarchy.
(C) A single chief executive.
(D) A low division of labor.

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**137.** Which of the following is a key reason for the growing 'significance' of public administration?
(A) The state's withdrawal from all social and economic activities.
(B) The decline of democracy worldwide.
(C) The increasing complexity of society and the demand for more public services.
(D) The proven superiority of private administration in all sectors.

**138.** The argument that policy and administration are two distinct functions of government is the central idea of:
(A) The Politics-Administration Dichotomy
(B) The Governance Model
(C) The Public Policy Approach
(D) The Principle of Coordination

**139.** If a ministry of defense (line) is advised by a body of strategic experts (staff) and gets its buildings maintained by the public works department (auxiliary), this represents the interplay of:
(A) Centralization and Decentralization
(B) Authority and Responsibility
(C) Unity of Command and Span of Control
(D) Line, Staff, and Auxiliary Agencies

**140.** Which of the following statements about 'Authority' and 'Responsibility' is most accurate from a classical perspective?
(A) Responsibility can be delegated, but authority cannot.
(B) Authority and responsibility should be co-equal and co-terminus.
(C) Authority is an informal concept, while responsibility is formal.
(D) An individual can have responsibility without any authority.

**141.** Match List I with List II and select the correct answer using the codes given below:
List I: (Personnel Term)
P. Classification
Q. Promotion
R. Service Conditions
S. Unionism
List II: (Associated Concept)
1. Collective bargaining
2. Rules regarding leave and pay
3. Grouping of similar jobs
4. Vertical movement in hierarchy
(A) P-3, Q-4, R-2, S-1
(B) P-1, Q-2, R-3, S-4
(C) P-4, Q-3, R-1, S-2
(D) P-3, Q-2, R-4, S-1

**142.** The globalization of public administration means that administrators must now:
(A) Ignore domestic problems.
(B) Work exclusively for international organizations.
(C) Reject all foreign influences on administration.
(D) Be aware of international agreements, standards, and best practices.

**143.** Consider the following characteristics associated with the 'Governance' model:
1. Plurality of actors
2. Interdependence and networks
3. Blurring of boundaries between public and private
4. Focus on steering, not rowing
5. Strict adherence to hierarchical command structures
Which of the above characteristics are correct?
(A) 1, 2, 3 and 4 only
(B) 2, 3, 4 and 5 only
(C) 1, 3, and 5 only
(D) All of the above

**144.** 'Induction training' is a type of training given to:
(A) Senior executives approaching retirement.
(B) New employees to orient them to the organization.
(C) Employees who have committed a disciplinary offense.
(D) Employees selected for promotion to a higher post.

**145.** Read the following Assertion (A) and Reason (R) and choose the correct option.
**Assertion (A) :** Coordination is the very essence of management and organization.
**Reason (R) :** Without coordination, the efforts of different individuals and units within an organization may work at cross-purposes, leading to inefficiency and conflict.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.

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(C) A is true but R is false.
(D) A is false but R is true.

**146.** A 'Line agency' is so-called because it is:
(A) In the direct line of command and responsible for achieving the organization's primary goals.
(B) Only responsible for providing supplies and materials.
(C) Composed of staff who only give advice.
(D) Located outside the main hierarchical structure.

**147.** Consider the following statements:
**Statement I :** The concept of 'Span of Control' deals with the vertical division of the organization.
**Statement II :** The principle of 'Hierarchy' deals with the horizontal division of the organization.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**148.** A department of personnel or human resources in a government is primarily a:
(A) Line agency
(B) Staff and Auxiliary agency
(C) Field agency
(D) Staff and Auxiliary agency

**149.** The 'meaning, nature, and scope' of Personnel Administration is best defined as the management of:
(A) An organization's financial resources.
(B) An organization's public relations.
(C) An organization's human resources.
(D) An organization's physical infrastructure.

**150.** Which one of the following is NOT a principle of organization?
(A) Delegation
(B) Unionism
(C) Leadership
(D) Coordination

**151.** A key contribution of the Politics-Administration Dichotomy to the evolution of the discipline was:
(A) It merged the study of public administration with political science permanently.
(B) It proved that administration is always a political process.
(C) It introduced the concept of governance.
(D) It provided a focus and justification for studying administration scientifically.

**152.** Which of the following is the best example of 'Coordination'?
(A) Different departments timing their actions to launch a new product together.
(B) A single worker producing one part of a product.
(C) The head of an organization making a unilateral decision.
(D) A manager delegating a task to a subordinate.

**153.** 'Civil Service Anonymity' means that civil servants are:
(A) Unidentifiable and work in secret.
(B) Free from any accountability.
(C) Not publicly credited or blamed for government policies.
(D) Not allowed to join professional associations.

**154.** If a government decides to transfer some of its decision-making powers to newly created regional assemblies, it is practicing:
(A) Decentralization
(B) Centralization
(C) Delegation
(D) Supervision

**155.** Consider the following items typically included under 'service conditions' for a civil servant:
1. Salary and allowances
2. Rules for promotion
3. Leave entitlements
4. Disciplinary procedures
5. Retirement benefits

Which of the above are correct?
(A) 1 and 3 only
(B) 1, 2, 3 and 5 only
(C) 2 and 4 only
(D) All of the above

**156.** The main purpose of a 'Professional Association' differs from a 'Trade Union' in that the former places a stronger emphasis on:
(A) Increasing wages and improving working hours.
(B) Professional ethics, standards, and

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knowledge development.
(C) Organizing strikes and protests.
(D) Political lobbying for all members.

**157.** The process of breaking down a large task into smaller, specialized sub-tasks is called:
(A) Hierarchy
(B) Coordination
(C) Division of work
(D) Span of control

**158.** The legitimate right, attached to an office, to make decisions and give orders is known as:
(A) Power
(B) Leadership
(C) Influence
(D) Authority

**159.** In the context of the evolution of Public Administration, what followed the 'Era of Challenge'?
(A) A greater emphasis on public policy and an interdisciplinary approach.
(B) A return to the Politics-Administration Dichotomy.
(C) The final rejection of Public Administration as a valid discipline.
(D) The universal acceptance of the Principles of Administration.

**160.** Read the following Assertion (A) and Reason (R) and choose the correct option.
**Assertion (A) :** 'Governance' is a broader concept than 'government'.
**Reason (R) :** 'Governance' includes the roles, processes, and interactions of state institutions, the private sector, and civil society, whereas 'government' refers primarily to formal state institutions.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**161.** The 'scalar chain' refers to the chain of superiors ranging from the ultimate authority to the lowest ranks. This is a key feature of:
(A) Span of Control
(B) Hierarchy
(C) Delegation
(D) Coordination

**162.** Match List I with List II and select the correct answer using the codes given below:
List I: (Activity)
P. Choosing a candidate from a pool of applicants
Q. Paying an employee their monthly salary
R. Moving an employee from junior to senior clerk
S. Teaching an employee a new software
List II: (Personnel Term)
1. Promotion
2. Training
3. Recruitment (Selection phase)
4. Compensation
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-1, S-2
(C) P-3, Q-1, R-4, S-2
(D) P-4, Q-3, R-2, S-1

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**163.** The statement 'Power corrupts, and absolute power corrupts absolutely' suggests a need for which organizational principle?
(A) Unlimited delegation
(B) A very wide span of control
(C) Checks and balances, and accountability for the use of Authority
(D) The complete elimination of hierarchy

**164.** 'Globalization' has impacted public administration by:
(A) Forcing it to become more inward-looking.
(B) Making principles like coordination and communication obsolete.
(C) Eliminating the need for personnel administration.
(D) Increasing the demand for transparency and international benchmarking.

**165.** Consider the following statements:
**Statement I :** Leadership is the same as management.
**Statement II :** Management is about coping with complexity, while leadership is about coping with change.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**166.** A Public Service Commission, which advises the government on recruitment and other personnel matters, acts as a:
(A) Line Agency
(B) Staff Agency
(C) Auxiliary Agency
(D) Commercial Enterprise

**167.** Which of the following is NOT an element of Personnel Administration?
(A) Compensation and service conditions
(B) Training and promotion
(C) Recruitment and classification
(D) International treaty negotiation

**168.** The concept of 'Decision-making' as a central focus of administration was highlighted by which school of thought?
(A) Herbert Simon and the behavioralists.
(B) The classical theorists focusing on principles.
(C) The Human Relations school.
(D) The proponents of the strict Politics-Administration Dichotomy.

**169.** What is the most fundamental reason for the existence of 'Hierarchy' in large organizations?
(A) To make communication more difficult.
(B) To overcome the limitations of the span of control.
(C) To encourage decentralization.
(D) To satisfy the ego of senior officials.

**170.** Which of the following questions falls within the 'scope' of public administration?
(A) All of the above.
(B) How should a state's budget be prepared and executed?
(C) How can public services be delivered more efficiently?
(D) How can civil servants be recruited and trained effectively?

**171.** The phrase "Public administration is the detailed and systematic execution of public law" reflects the perspective of:
(A) The Governance model
(B) The Public Policy approach
(C) The Human Relations school
(D) The Politics-Administration Dichotomy

**172.** The obligation of a subordinate to a superior for performing assigned duties is called:
(A) Authority
(B) Responsibility
(C) Power
(D) Span of control

**173.** Consider the following essential features of an effective 'Communication' system in an organization:
1. Clarity
2. Timeliness
3. Provision for feedback
4. Consistency
Which of the above statements are correct?
(A) 1 and 2 only
(B) 1, 2 and 3 only
(C) 3 and 4 only
(D) All of the above

**174.** The idea that a civil servant should be non-partisan and serve successive governments of different political persuasions with equal loyalty is known as:
(A) Civil Service Commitment
(B) Civil Service Anonymity
(C) Civil Service Unionism
(D) Civil Service Neutrality

**175.** Chronologically sequence the career progression of a typical civil servant:
1. Promotion
2. Training
3. Recruitment
4. Retirement
(A) 3, 2, 1, 4
(B) 2, 3, 1, 4
(C) 3, 1, 2, 4
(D) 1, 2, 3, 4

**176.** Which of the following is NOT a consequence of 'Globalization' for Public Administration?
(A) Increased pressure for administrative reforms.
(B) Decreased importance of information technology.
(C) Emergence of transnational policy issues.
(D) A greater role for international organizations.

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**177.** Match List I (Organizational Issue) with List II (Relevant Principle) and select the correct answer using the codes given below:

List I:

P. An employee gets orders from two bosses

Q. A manager has to supervise 100 subordinates directly

R. A decision that could be made locally is sent to headquarters

S. A complex task is done by one person instead of specialists

List II:

1. Centralization
2. Lack of Division of Work
3. Violation of Unity of Command
4. Exceeding Span of Control

(A) P-3, Q-4, R-1, S-2
(B) P-1, Q-2, R-3, S-4
(C) P-4, Q-3, R-2, S-1
(D) P-3, Q-1, R-4, S-2

**178.** 'Supervision' is a key activity associated with which organizational function?
(A) Leadership
(B) Delegation
(C) Centralization
(D) All of the above

**179.** 'Classification' of posts in personnel administration helps in:
(A) Ensuring equal pay for equal work.
(B) Defining lines of promotion.
(C) All of the above.
(D) Setting qualification standards for recruitment.

**180.** The primary difference between 'power' and 'authority' is the element of:
(A) Coercion
(B) Influence
(C) Charisma
(D) Legitimacy

**181.** Read the following Assertion (A) and Reason (R) and choose the correct option.

**Assertion (A) :** The politics-administration dichotomy is no longer considered a valid description of reality in public administration.

**Reason (R) :** It is now widely accepted that administrators play a significant role in policy formulation and exercise considerable discretion, making a strict separation impossible.

(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**182.** A major focus of 'Governance' is on the:
(A) Exclusive power of the central government.
(B) Process, rather than just the institutions of government.
(C) History of administrative thought.
(D) Principle of span of control.

**183.** Which of these functions is typically performed by a 'Line agency'?
(A) Providing legal advice to the chief executive.
(B) Procuring office supplies for all departments.
(C) Auditing departmental accounts.
(D) Delivering mail to citizens.

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**184.** The process by which the efforts of different parts of an organization are harmonized and integrated is known as:
(A) Coordination
(B) Division of work
(C) Hierarchy
(D) Specialization

**185.** A cause-and-effect relationship exists where increased 'Delegation' often leads to higher employee morale. This is because:
(A) Delegation increases the workload of employees unfairly.
(B) Delegation removes all responsibility from employees.
(C) Delegation empowers employees, shows trust, and provides opportunities for growth.
(D) Delegation is a form of punishment for senior managers.

**186.** Consider the following statements regarding the evolution and present status of Public Administration:

1. The discipline began with the idea of a Politics-Administration Dichotomy.
2. It went through a phase where universal 'Principles of Administration' were sought.
3. It faced an 'Era of Challenge' regarding its identity and principles.

4. Its present status is characterized by an interdisciplinary, policy-oriented, and governance-focused approach.

Which of the above statements are correct?
(A) 1 and 2 only
(B) 1, 2 and 3 only
(C) 3 and 4 only
(D) All of the above

**187.** The freedom of civil servants to form 'Professional Associations and Unionism' is generally considered a part of their:
(A) Duty of neutrality.
(B) Obligation of anonymity.
(C) Role in decision-making.
(D) Right to freedom of association.

**188.** What is the most significant disadvantage of a very tall 'Hierarchy' with many levels?
(A) It speeds up decision-making.
(B) It can lead to slow communication, distortion of messages, and delays in action.
(C) It improves communication between the top and bottom.
(D) It promotes a wide span of control.

**189.** Consider the following statements:
**Statement I :** On-the-job training is a method where employees learn by performing the actual job.
**Statement II :** Promotion is a form of training.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**190.** The term 'Decentralization' can refer to:
(A) The strengthening of central government power.
(B) The process of recruiting new staff.
(C) The principle of unity of command.
(D) Deconcentration, delegation, and devolution.

**191.** A key aspect of the 'significance' of Public Administration is its role in providing essential public services like:
(A) All of the above.
(B) Healthcare and education.
(C) Law and order.
(D) Infrastructure like roads and power.

**192.** Which of the following is NOT an element of the classical view of 'Authority'?
(A) It is vested in a position or office.
(B) It is primarily based on personal charisma.
(C) It is accepted by subordinates.
(D) It flows downwards in the hierarchy.

**193.** The 'present status' of the discipline of Public Administration shows an increased interest in:
(A) Comparative and international administration.
(B) All of the above.
(C) Ethical considerations in public service.
(D) Performance measurement and evaluation.

**194.** The practice of a minister taking responsibility in parliament for the actions of his or her department's civil servants is a direct consequence of the doctrine of:
(A) Ministerial Responsibility
(B) Civil Service Neutrality
(C) Civil Service Anonymity
(D) Civil Service Unionism

**195.** A potential problem arising from a very wide 'Span of Control' is:
(A) The manager becomes a bottleneck in decision-making.
(B) The manager can provide close and detailed supervision to all subordinates.
(C) The manager may lose effective control and supervision over subordinates.
(D) It leads to too many levels in the hierarchy.

**196.** The process of developing a pool of qualified candidates for future job openings in an organization is:
(A) Promotion
(B) Training
(C) Discipline
(D) Recruitment

**197.** Consider the following central tenets of the shift from 'Government' to 'Governance':
1. The state is seen as an enabler and regulator, not just a provider.
2. Partnerships between public, private, and voluntary sectors are crucial.
3. Emphasis is on outcomes and accountability, not just rules and procedures.
4. Civil society is viewed as a key partner in

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achieving public goals.

Which of the above statements are correct?

(A) 1 and 4 only
(B) 2 and 3 only
(C) 1, 2, and 3 only
(D) All of the above

**198.** The 'meaning' of Public Administration can be viewed both narrowly (as executive branch activities) and broadly (as the activities of all three branches). This reflects the debate on its:

(A) Significance
(B) Scope
(C) Nature
(D) Evolution

**199.** Read the following Assertion (A) and Reason (R) and choose the correct option.

**Assertion (A) :** Complete centralization or complete decentralization is rare in practice.

**Reason (R) :** Every organization needs a balance; some decisions must be centralized for uniformity and control, while others must be decentralized for speed and adaptability.

(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**200.** Match List I with List II and select the correct answer using the codes given below:

List I: (Scholar's Focus)

P. Scientific Management
Q. Politics-Administration Dichotomy
R. Decision-Making as core of Admin
S. Principles of Administration (POSDCORB)

List II: (Associated Name - Historical Context)

1. Herbert Simon
2. Luther Gulick
3. Woodrow Wilson
4. F.W. Taylor

(A) P-3, Q-4, R-2, S-1
(B) P-4, Q-3, R-1, S-2
(C) P-4, Q-2, R-1, S-3
(D) P-1, Q-3, R-2, S-4

**201.** Which principle suggests that work should be broken down into its simplest components and assigned to specialists?

(A) Hierarchy
(B) Unity of Command
(C) Division of work
(D) Coordination

**202.** Which of the following is a key component of 'Leadership'?

(A) Influencing others towards a goal.
(B) Strictly enforcing rules without exception.
(C) Focusing only on one's own tasks.
(D) Avoiding communication with subordinates.

**203.** The term 'bureaucracy', in its neutral, scholarly sense, is most closely associated with which principle of organization?

(A) Leadership
(B) Hierarchy
(C) Communication
(D) Delegation

**204.** The 'evolution' of public administration from a focus on dichotomy to a focus on governance shows a shift from:

(A) A broad perspective to a narrow one.
(B) A simple, mechanistic view to a complex, systemic view.
(C) A focus on outcomes to a focus on inputs.
(D) An international view to a purely domestic one.

**205.** The process of evaluating alternatives and making a choice is central to:

(A) Supervision
(B) Delegation
(C) Decision-making
(D) Centralization

**206.** Consider the following statements regarding the potential benefits of 'Decentralization':

1. It speeds up decision-making.
2. It can increase the motivation and morale of lower-level managers.
3. It allows for policies and programs to be adapted to local conditions.
4. It ensures absolute uniformity in all administrative actions.

Which of the above statements are correct?

(A) 1 and 2 only
(B) 1, 2 and 3 only
(C) 3 and 4 only
(D) All of the above

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**207.** A 'Staff' agency's main source of influence is its:
(A) Expertise and advisory role
(B) Command authority
(C) Veto power
(D) Control over budget allocation

**208.** Consider the following statements:
**Statement I :** The Politics-Administration Dichotomy argues for the integration of politics and administration.
**Statement II :** The Governance model emphasizes the role of formal government institutions exclusively.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**209.** The body of rules, regulations, and practices that govern the relationship between an employee and the public employer is known as:
(A) Classification system
(B) Service conditions
(C) Recruitment policy
(D) Training module

**210.** What is the most fundamental purpose of 'Coordination'?
(A) To achieve unity of effort towards a common objective.
(B) To establish a clear hierarchy.
(C) To increase the span of control.
(D) To promote specialization.

**211.** Consider the following factors that affect the optimal 'Span of Control':
1. The nature of the work being supervised (simple vs. complex).
2. The capacity of the subordinate.
3. The ability of the supervisor.
4. The effectiveness of communication technology.
5. The geographical dispersion of subordinates.

Which of the above factors are correct?
(A) 1, 2 and 3 only
(B) 1, 3 and 5 only
(C) 2, 4 and 5 only
(D) All of the above

**212.** The historical development of Public Administration as a distinct field of study is referred to as its:
(A) Scope
(B) Significance
(C) Evolution
(D) Nature

**213.** 'Responsibility' without corresponding 'Authority' often leads to:
(A) Effective performance
(B) High morale
(C) Frustration and inability to perform duties
(D) Increased centralization

**214.** The core idea behind 'Civil Service Neutrality' is to:
(A) Encourage civil servants to run for political office.
(B) Ensure that the administration serves the state, not just the government of the day.
(C) Allow civil servants to express partisan views publicly.
(D) Create a civil service that is committed to a specific political ideology.

**215.** Read the following Assertion (A) and Reason (R) and choose the correct option.
**Assertion (A) :** Effective delegation requires clear communication of the task, the scope of authority, and the expected results.
**Reason (R) :** Ambiguity in delegation leads to misunderstanding, failure to perform, and conflict between the superior and subordinate.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**216.** A government's decision to partner with private companies and NGOs to deliver mid-day meals in schools is an example of the:
(A) Governance paradigm.
(B) Politics-Administration Dichotomy in action.
(C) Principle of Centralization.
(D) Principle of Unity of Command.

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**217.** The main function of an 'Auxiliary Agency' like a government printing press is to:
(A) Formulate national policy on printing.
(B) Advise the chief executive on technology.
(C) Provide a common service required by other line and staff departments.
(D) Directly serve the public by selling books.

**218.** When a new recruit joins a department, the initial process of introducing them to the organization's rules, culture, and their specific job is called:
(A) Training (specifically, induction or orientation)
(B) Promotion
(C) Discipline
(D) Compensation review

**219.** The 'pyramidal' shape of most large organizations is a visual representation of the principle of:
(A) Coordination
(B) Span of Control
(C) Division of Work
(D) Hierarchy

**220.** Which of the following is NOT a primary purpose of 'Communication' in an organization?
(A) To transmit information and instructions.
(B) To ensure complete decentralization.
(C) To build morale and motivation.
(D) To facilitate coordination.

**221.** The main argument against the classical 'Principles of Administration' during the 'Era of Challenge' was that they were:
(A) Too scientific and precise.
(B) Not universally applicable and were more like proverbs.
(C) Only relevant to private organizations.
(D) Too focused on leadership and motivation.

**222.** Which of the following correctly pairs a concept with its description?
(A) Delegation - Retaining all authority at the top.
(B) Unity of Command - Reporting to multiple bosses.
(C) Hierarchy - An informal communication network.
(D) Span of Control - The number of subordinates one can effectively supervise.

**223.** Globalization compels public administration to be more concerned with issues that:
(A) Transcend national boundaries.
(B) Are purely local in nature.
(C) Relate to historical administrative practices.
(D) Have no economic component.

**224.** 'Position classification' is a cornerstone of modern personnel administration because:
(A) It groups jobs by the person holding them, not by duties.
(B) It provides a logical basis for recruitment, compensation, and promotion.
(C) Its primary purpose is to encourage unionism.
(D) It is a method of disciplinary action.

**225.** A leader who inspires followers with a vision and has exceptional personal qualities is said to possess:
(A) Only formal authority
(B) Charismatic leadership
(C) A narrow span of control
(D) A commitment to centralization

**226.** Which of the following statements BEST describes the relationship between Line, Staff, and Auxiliary agencies?
(A) Line agencies achieve the primary objectives, while Staff advises and Auxiliary serves them.
(B) Staff and Auxiliary agencies are superior to Line agencies.
(C) Line agencies are superior to Staff and Auxiliary agencies.
(D) All three have identical functions and authority.

**227.** The 'significance' of public administration is lowest in a:
(A) Welfare state
(B) Socialist state
(C) Laissez-faire state
(D) Developing state

**228.** Consider the following statements:
**Statement I :** Power is the capacity to influence behavior.
**Statement II :** Authority is the right to

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command, legitimized by the organization.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**229.** The most significant characteristic of the 'Governance' paradigm is its focus on:
(A) Hierarchical structures
(B) State-centric solutions
(C) Networks and partnerships
(D) Politics-Administration Dichotomy

**230.** Match List I with List II and select the correct answer using the codes given below:
List I: (Paradigm/Concept)
P. Politics-Administration Dichotomy
Q. Principles of Administration
R. Era of Challenge
S. Governance
List II: (Key Idea)
1. Questioning the validity of principles
2. Search for universal rules of administration
3. Separation of politics from administration
4. Networks and non-state actors
(A) P-3, Q-2, R-1, S-4
(B) P-1, Q-2, R-3, S-4
(C) P-3, Q-1, R-4, S-2
(D) P-4, Q-3, R-1, S-2

**231.** The transfer of authority from a higher to a lower level, without transferring ultimate responsibility, is:
(A) Centralization
(B) Coordination
(C) Discipline
(D) Delegation

**232.** An employee organization that primarily focuses on negotiating wages, hours, and working conditions with the employer is best described as a:
(A) Trade Union
(B) Professional Association
(C) Staff Agency
(D) Line Agency

**233.** The principle of 'Unity of Command' is most difficult to maintain in a:
(A) Simple, small organization.
(B) Tall hierarchical structure.
(C) Matrix organization with functional and project managers.
(D) Highly centralized organization.

**234.** Which of the following is NOT a stage in the 'Evolution' of Public Administration as a discipline?
(A) The Age of Philosophical Discovery
(B) Principles of Administration
(C) Politics-Administration Dichotomy
(D) Public Policy Perspective

**235.** The concept of 'Supervision' involves all the following EXCEPT:
(A) Directing the work of subordinates.
(B) Guiding and training subordinates.
(C) Evaluating the performance of subordinates.
(D) Formulating the five-year national economic plan.

**236.** Consider the following statements regarding the 'Meaning and Nature' of Public Administration:
1. It is both a science and an art.
2. It is concerned with the 'what' and the 'how' of government.
3. It takes place in a political context.
4. It is fundamentally different from private administration in its accountability and motive.
5. It is a static and unchanging field.
Which of the above statements are correct?
(A) 1, 2, 3 and 4 only
(B) 2, 3, 4 and 5 only
(C) 1, 3, and 5 only
(D) All of the above

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**237.** The process of arranging positions into groups or classes based on their duties and responsibilities is known as:
(A) Recruitment
(B) Promotion
(C) Classification
(D) Compensation

**238.** Read the following Assertion (A) and Reason (R) and choose the correct option.
**Assertion (A) :** Communication in an organization is often hindered by 'noise'.
**Reason (R) :** 'Noise' can be physical, like a loud environment, or semantic, like using jargon that the receiver does not understand, thus distorting

the message.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**239.** 'Responsibility' in an organization should ideally be coupled with:
(A) Commensurate authority
(B) Unlimited power
(C) A wide span of control
(D) A position in an auxiliary agency

**240.** The shift from government to governance has led to:
(A) A more powerful and centralized bureaucracy.
(B) A greater emphasis on collaborative and network-based public service.
(C) The complete disappearance of the state.
(D) A rejection of all principles of organization.

**241.** 'Promotion' based on seniority means:
(A) The most competent person gets the job.
(B) The person with the longest service record gets the job.
(C) A person is selected based on an examination.
(D) An external candidate is hired for the job.

**242.** The "Gangplank" concept introduced by Fayol was meant to be a controlled exception to which principle?
(A) Hierarchy (Scalar Chain)
(B) Division of Work
(C) Span of Control
(D) Delegation

**243.** The primary reason for the existence of 'Staff' agencies is to:
(A) Command the line agencies.
(B) Perform the main tasks of the organization.
(C) Provide expert advice and support that line managers may lack.
(D) Supply housekeeping services to the organization.

**244.** In a situation where a health department, an education department, and a sanitation department all need to work together to control an epidemic, the most crucial organizational principle to ensure success is:
(A) Centralization
(B) Anonymity
(C) Delegation
(D) Coordination

**245.** Which of the following is the final step in a disciplinary process?
(A) Issuing a preliminary notice.
(B) Conducting an inquiry.
(C) Imposing a penalty or taking corrective action.
(D) The employee's initial act of misconduct.

**246.** Which of the following is NOT an accurate statement about the impact of Globalization on Public Administration?
(A) It increases the importance of international administrative law.
(B) It encourages the adoption of global best practices.
(C) It strengthens the concept of the nation-state as a closed system.
(D) It creates new regulatory challenges in areas like e-commerce and finance.

**247.** A leader who relies on rules, procedures, and their formal position to get work done is exhibiting what kind of leadership?
(A) Transformational leadership
(B) Charismatic leadership
(C) Laissez-faire leadership
(D) Transactional or bureaucratic leadership

**248.** The phrase 'POSDCORB', which summarizes the principles of administration, is primarily associated with the _____ of Public Administration.
(A) Scope
(B) Evolution
(C) Significance
(D) Nature

**249.** Chronologically arrange the following phases in the evolution of Public Administration:
1. Public Administration as Public Administration (Governance)
2. Public Administration as Political Science (Dichotomy)
3. Public Administration as Management

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(Principles)
4. Public Administration as Public Policy
(A) 2, 3, 4, 1
(B) 1, 2, 3, 4
(C) 2, 4, 3, 1
(D) 3, 2, 1, 4

**250.** The core difference between Public Administration and Private Administration lies in:
(A) Unique political accountability, legal constraints, and service motives.
(B) Specialized principles of hierarchy and horizontal division of labor.
(C) Systematic use of formal communication and internal decision-making.
(D) The inherent and proven superiority of private sector efficiency models.

**Direction :** Please read the following source carefully.

*Public Administration, as a field of study and practice, is fundamentally concerned with the implementation of public policy and the management of governmental affairs. Its meaning encompasses the collective efforts to carry out the will of the state, translating political decisions into tangible actions and services for the citizenry. The nature of the discipline is often debated, possessing a dual character as both an art and a science. It is an art in its reliance on practical skills, intuition, and leadership to navigate complex human and social challenges, while it strives to be a science through the systematic study of organizational principles and the development of testable hypotheses about administrative efficiency and effectiveness. The scope of Public Administration has expanded dramatically over time. Initially confined to the core functions of the state like law and order, it now permeates nearly every aspect of modern life, including social welfare, economic regulation, environmental protection, and public health. This widening scope underscores its profound significance. A competent and ethical public administration is indispensable for national development, social justice, and the overall well-being of a society, acting as the primary instrument through which a government fulfills its promises and obligations to its people.*

Based on the above source, attempt the following five questions.

**251.** According to the passage, what is the fundamental concern of Public Administration?
(A) The formulation of political ideologies.
(B) The management of governmental affairs and policy implementation.
(C) The theoretical debate between its artistic and scientific aspects.
(D) The historical evolution of state functions.

**252.** The dual nature of Public Administration as described in the passage refers to its character as:
(A) An art and a science.
(B) A public and a private enterprise.
(C) A political and an administrative function.
(D) A domestic and an international affair.

**253.** How has the scope of Public Administration changed over time, as per the source?
(A) It has narrowed to focus exclusively on economic regulation.
(B) It has remained static, concentrating only on law and order.
(C) It has expanded from core state functions to cover most aspects of modern life.
(D) It has shifted from a practical art to a purely theoretical science.

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**254.** Which of the following can be inferred as the primary role of Public Administration in relation to government promises?
(A) It acts as a check on the feasibility of political promises.
(B) It focuses on documenting promises without acting on them.
(C) It is responsible for creating the political promises themselves.
(D) It serves as the main mechanism for fulfilling governmental obligations.

**255.** The passage suggests that the significance of Public Administration lies in its contribution to:
(A) The profitability of state-owned enterprises.
(B) The expansion of bureaucratic power.
(C) The achievement of national development and social justice.
(D) The separation of administrative tasks from political influence.

**Direction :** Please read the following source

carefully.

*The evolution of Public Administration as a distinct academic discipline is a story of shifting paradigms and intellectual debates. Its journey began with a foundational assertion of separation from its parent discipline, Political Science. This crucial intellectual move is encapsulated in the concept of the Politics-Administration Dichotomy. This principle posits a clear functional distinction between the activities of politics and administration. According to this view, politics is concerned with the formulation of policy and the expression of the state's will, a domain characterized by value judgments, debate, and decision-making on broad societal goals. In contrast, administration is viewed as the execution or implementation of these policies, a field that should be technical, neutral, and concerned primarily with the efficient and economical management of public services. The present status of the discipline, however, reflects a significant move beyond this rigid dichotomy. While the distinction was instrumental in carving out an independent identity for Public Administration, contemporary thought recognizes the intricate and unavoidable interplay between politics and administration, acknowledging that administrators often participate in policy formulation and that political considerations invariably influence implementation. Nonetheless, understanding the dichotomy is essential to grasping the discipline's historical and intellectual foundations.*

Based on the above source, attempt the following five questions.

**256.** What does the Politics-Administration Dichotomy, as explained in the passage, propose?
(A) The merging of political and administrative functions into a single role.
(B) A functional separation between policy formulation and policy execution.
(C) The superiority of administration over politics in governing a state.
(D) The evolution of administration into a sub-field of political science.

**257.** According to the traditional view of the dichotomy, the domain of politics is primarily characterized by:
(A) Technical neutrality and efficiency.
(B) The economical management of public services.
(C) The execution of predetermined policies.
(D) Value judgments and decision-making on societal goals.

**258.** What role did the Politics-Administration Dichotomy play in the evolution of Public Administration?
(A) It was instrumental in establishing Public Administration as an independent field of study.
(B) It prevented the discipline from developing its own theories.
(C) It limited the scope of administration to only theoretical concerns.
(D) It ensured that administrators remained more powerful than politicians.

**259.** How does the "present status of the discipline" relate to the Politics-Administration Dichotomy?
(A) It reinforces the rigid separation proposed by the dichotomy.
(B) It has completely discarded the dichotomy as irrelevant.
(C) It recognizes an intricate interplay between politics and administration, moving beyond the rigid dichotomy.
(D) It has reverted to viewing administration as a minor part of Political Science.

**260.** Based on the passage, one can infer that administration, under the strict dichotomy model, is expected to be:
(A) Neutral and technically focused on implementation.
(B) Value-laden and political.
(C) Focused on broad societal goals.
(D) Influential in policy debate.

**Direction :** Please read the following source carefully.

*The contemporary landscape of Public Administration has been profoundly reshaped by two interconnected phenomena: globalization and a significant paradigm shift from 'Government' to 'Governance'. Globalization, characterized by the increasing interconnectedness of economies, societies, and cultures, has presented public administrators with challenges and opportunities that transcend national borders, such as*

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*pandemics, climate change, and international trade regulation. This has compelled a move away from purely domestic policy perspectives towards more collaborative, international approaches. Concurrent with this, a paradigm shift from a traditional model of 'Government' to a more encompassing concept of 'Governance' has occurred. The 'Government' model typically signifies the formal institutions of the state acting in a hierarchical, top-down manner to command and control society. In contrast, 'Governance' refers to a broader, more networked process of steering society that involves a plurality of actors, including government agencies, private sector organizations, and civil society groups. This shift implies that public administration is no longer the sole provider of public services but is increasingly a facilitator and partner in multi-actor arrangements, emphasizing negotiation, collaboration, and network management over direct control. This evolution redefines the role of the public administrator in a more complex, interdependent world.*

Based on the above source, attempt the following five questions.

**261.** According to the passage, how has globalization impacted Public Administration?
(A) It has reduced the need for public administrators by privatizing all services.
(B) It has isolated public administration within purely domestic concerns.
(C) It has simplified the role of public administration by creating global standards.
(D) It has forced a shift from domestic policy views to collaborative, international approaches.

**262.** What is the key difference between the 'Government' model and the 'Governance' model as described in the text?
(A) 'Government' involves multiple actors, while 'Governance' is strictly state-run.
(B) 'Government' is hierarchical and state-centric, while 'Governance' is networked and multi-actor.
(C) 'Government' emphasizes collaboration, while 'Governance' emphasizes command and control.
(D) 'Government' is a modern concept, while 'Governance' is a traditional one.

**263.** The paradigm shift to 'Governance' implies that the role of Public Administration is increasingly that of a:
(A) Sole service provider with absolute control.
(B) Dominant authority in a hierarchical structure.
(C) Facilitator and partner in multi-actor networks.
(D) Detached observer of societal processes.

**264.** Which of the following is an example of a challenge spurred by globalization that affects Public Administration, as mentioned in the passage?
(A) Local municipal elections.
(B) National census operations.
(C) Revision of civil service pay scales.
(D) Climate change.

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**265.** It can be inferred from the passage that the 'Governance' model values which of the following over direct control?
(A) Negotiation and network management.
(B) Hierarchical authority and strict rules.
(C) Unilateral decision-making by the state.
(D) The complete withdrawal of the state from public services.

**Direction :** Please read the following source carefully.

*The classical approach to organization rests upon a set of fundamental principles designed to ensure efficiency and order. Among the most foundational of these are the division of work, hierarchy, and coordination. The principle of division of work, also known as specialization, advocates for breaking down a complex job into smaller, more manageable components. This allows employees to concentrate on a specific task, leading to increased proficiency, speed, and accuracy. The result is an overall enhancement of organizational output. Complementing this is the principle of hierarchy, often referred to as the scalar principle. It establishes a formal structure of authority, creating a chain of command from the top executive down to the lowest-ranking employee. This graded arrangement clarifies who reports to whom, facilitating communication, decision-making, and the exercise of authority. However, the specialization created by the division of work necessitates a counteracting force to*

*prevent organizational disintegration. This is the role of coordination. Coordination is the essential process of synchronizing and unifying the diverse activities and efforts of different individuals and units within the organization. It ensures that all parts work together harmoniously towards the achievement of common objectives, preventing friction and redundant effort. Without effective coordination, division of work would lead to chaos rather than efficiency.*

Based on the above source, attempt the following five questions.

**266.** What is the primary purpose of the 'division of work' principle?
(A) To ensure every employee has the same set of tasks.
(B) To enhance proficiency and output through specialization.
(C) To create a clear chain of command within the organization.
(D) To unify the diverse activities of different units.

**267.** The principle of hierarchy is also known as the:
(A) Specialization principle.
(B) Scalar principle.
(C) Coordination principle.
(D) Unity principle.

**268.** According to the passage, what is the main function of hierarchy?
(A) To establish a formal structure of authority and reporting relationships.
(B) To break down complex jobs into smaller components.
(C) To synchronize the efforts of different individuals towards a common goal.
(D) To allow employees to concentrate on a single, specific task.

**269.** The passage suggests that coordination is necessary to:
(A) Establish a graded arrangement of authority.
(B) Allow employees to become specialists in a narrow field.
(C) Counteract the potential chaos caused by the division of work.
(D) Create a formal structure of command from top to bottom.

**270.** Which statement best captures the relationship between division of work and coordination as described in the source?
(A) They are conflicting principles that cannot coexist in an organization.
(B) Division of work is a consequence of effective coordination.
(C) Coordination is the process of implementing the division of work.
(D) Coordination is required to unify the specialized tasks created by the division of work.

**Direction :** Please read the following source carefully.

*Within the framework of organizational principles, certain concepts govern the dynamics of supervision and command. The principle of Unity of Command is a core tenet, stipulating that an employee should receive orders and be accountable to only one superior. This is intended to prevent confusion, conflicting instructions, and a breakdown in discipline that can arise from serving multiple bosses. Directly related to the structure of supervision is the Span of Control, which refers to the number of subordinates that a manager can directly and effectively supervise. The optimal span is not fixed; it can vary depending on factors like the nature of the work, the competence of the supervisor, and the skill level of the subordinates. The concepts of Authority, Power, and Responsibility are also central. Authority is the formal, legitimate right vested in a position to give commands, make decisions, and enforce obedience. It is typically delegated from above and is inherent in the job title. Power, in contrast, is a broader and more personal concept; it is the ability to influence the behavior of others, which may or may not stem from formal authority. Responsibility is the obligation of a subordinate to perform the duties assigned to them. A key principle is that authority and responsibility should be commensurate; one must have enough authority to carry out their assigned responsibilities.*

Based on the above source, attempt the following five questions.

**271.** What does the principle of 'Unity of Command' stipulate?
(A) That all subordinates must be controlled by

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a single top executive.
(B) That an organization should have a single, unified goal.
(C) That an employee should receive orders from and be accountable to one superior only.
(D) That all managers in an organization should have uniform authority.

**272.** The 'Span of Control' refers to the:
(A) Total number of employees in an entire organization.
(B) Number of subordinates a manager can effectively supervise.
(C) Number of hierarchical levels in an organization.
(D) Geographical area an organization has control over.

**273.** How does the passage differentiate between 'Authority' and 'Power'?
(A) Authority is personal, while power is formal and vested in a position.
(B) Authority is the ability to influence, while power is the right to command.
(C) There is no difference; the terms are used interchangeably.
(D) Authority is the formal right to command, while power is the broader ability to influence.

**274.** Based on the passage, what is the potential consequence of violating the Unity of Command?
(A) Confusion and conflicting instructions for an employee.
(B) An overly wide span of control.
(C) An imbalance between authority and responsibility.
(D) A decrease in the power of superiors.

**275.** The passage suggests an important relationship between authority and responsibility, which is that they should be:
(A) Delegated to different individuals.
(B) Concentrated at the top of the hierarchy.
(C) Commensurate with each other.
(D) Independent of the span of control.

**Direction :** Please read the following source carefully.

*The distribution of authority within an organization is a critical design choice, governed by the processes of delegation, centralization, and decentralization. Delegation is the process by which a superior entrusts a subordinate with the authority to perform specific tasks or make certain decisions. It is a vital tool for management, as it frees up senior managers' time for more strategic issues, develops the skills of subordinates, and can lead to quicker decision-making. However, while authority can be delegated, the ultimate responsibility for the outcome typically remains with the superior who delegated the task. At the organizational level, the extent of delegation shapes the degree of centralization or decentralization. Centralization is a structural policy characterized by the systematic reservation and concentration of decision-making authority at the higher levels of the management hierarchy. In a highly centralized organization, major decisions are made by a few individuals at the top. Conversely, decentralization refers to the systematic dispersal of decision-making authority to lower levels of the organization. Most organizations exist on a continuum between these two extremes. The choice between centralization and decentralization is strategic and depends on factors like organizational size, the need for uniformity of policy, and the competence of field personnel.*

Based on the above source, attempt the following five questions.

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**276.** What is 'delegation' as described in the passage?
(A) The process of entrusting a subordinate with authority for specific tasks.
(B) The transfer of ultimate responsibility to a subordinate.
(C) The concentration of authority at the top of the hierarchy.
(D) The systematic dispersal of decision-making to the lowest levels.

**277.** According to the text, what is a key feature of 'centralization'?
(A) The dispersal of decision-making authority throughout the organization.
(B) The development of subordinates' skills through empowerment.
(C) Quick decision-making at the operational level.

(D) The concentration of decision-making authority at higher management levels.

**278.** Which of the following best describes 'decentralization'?
(A) A policy of reserving all major decisions for the top executive.
(B) The systematic dispersal of decision-making power to lower organizational levels.
(C) The process by which a superior assigns tasks without authority.
(D) A system where ultimate responsibility rests with the lowest-ranking employee.

**279.** What can be inferred about responsibility in the context of delegation?
(A) When authority is delegated, all responsibility is also transferred.
(B) The subordinate who receives delegated authority assumes ultimate responsibility.
(C) The superior who delegates authority often retains ultimate responsibility.
(D) Responsibility cannot be assigned in a delegated system.

**280.** The passage suggests that the choice between centralization and decentralization depends on:
(A) The personal preference of the lowest-ranking employee.
(B) A universal rule that applies to all organizations.
(C) The complete elimination of the management hierarchy.
(D) Strategic factors like organizational size and policy uniformity.

**Direction :** Please read the following source carefully.

*Organizational structures are often composed of different types of agencies, distinguished by their primary functions. These are commonly categorized as Line, Staff, and Auxiliary agencies. Line agencies are the core of any organization, directly engaged in executing the primary functions and achieving the substantive objectives for which the organization was created. For instance, in a government context, departments responsible for defense or education would be considered line agencies as they deliver the core services to the public. In contrast, Staff agencies do not have direct command authority over line operations but perform an essential advisory and supportive role. Their function is to provide specialized knowledge, research, planning, and expert counsel to the chief executive and line officials. They help line managers make better decisions and operate more effectively, functioning like an extension of the executive's intellect. A third category, Auxiliary agencies, provides common housekeeping and maintenance services required by all other parts of the organization. These agencies perform functions that are essential for the organization's existence but are not part of its primary objective. Examples include procurement of supplies, building maintenance, and central accounting. By handling these cross-cutting services, auxiliary agencies enable both line and staff units to focus on their respective duties.*

Based on the above source, attempt the following five questions.

**281.** Which type of agency is directly responsible for executing the primary objectives of an organization?
(A) Line agencies.
(B) Staff agencies.
(C) Auxiliary agencies.
(D) Executive agencies.

**282.** What is the principal function of a Staff agency?
(A) To directly deliver core services to the public.
(B) To provide specialized advice, research, and counsel.
(C) To provide housekeeping and maintenance services.
(D) To exercise command authority over line departments.

**283.** An agency responsible for the central procurement of office supplies for all government departments would be classified as:
(A) A Line agency.
(B) An Auxiliary agency.
(C) A Staff agency.
(D) A Command agency.

**284.** How does the passage differentiate Line agencies from Staff agencies?
(A) Line agencies perform primary functions, while Staff agencies provide expert advice.
(B) Line agencies advise, while Staff agencies

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command.
(C) Line agencies provide maintenance, while Staff agencies perform primary functions.
(D) Line agencies are small, while Staff agencies are large.

**285.** The passage implies that the purpose of Auxiliary agencies is to:
(A) Formulate the primary objectives of the organization.
(B) Provide expert advice on strategic planning.
(C) Enable Line and Staff agencies to concentrate on their main duties.
(D) Directly manage the core operations of the organization.

**Direction :** Please read the following source carefully.

*Beyond the static structure of an organization, dynamic processes are crucial for its functioning and success. These include leadership, supervision, decision-making, and communication. Leadership is the ability to influence, guide, and motivate individuals or groups to work willingly towards the achievement of organizational goals. It is a critical factor that transforms potential into reality by inspiring action and commitment. While often associated with formal authority, leadership can also be informal and is fundamentally about human relationships. Supervision is a more focused activity, involving the direct oversight of subordinates' work to ensure that it is performed correctly and in accordance with established standards and schedules. It is a key function of lower and middle management, concerned with instruction, guidance, and control at the operational level. Decision-making is the cognitive process of selecting a course of action from among a set of alternatives. It is a core managerial activity that occurs at all levels of the organization, from strategic choices made by top executives to routine operational choices made by frontline employees. Finally, communication serves as the nervous system of the organization. It is the process of transmitting information and understanding from one person to another, and its effectiveness is vital for coordination, control, morale, and successful decision-making.*

Based on the above source, attempt the following five questions.

**286.** According to the passage, what is 'leadership'?
(A) The direct oversight of subordinates' work.
(B) The process of choosing a course of action from alternatives.
(C) The transmission of information from one person to another.
(D) The ability to influence and motivate people towards organizational goals.

**287.** The activity of directly overseeing subordinates' work to ensure it meets standards is defined as:
(A) Leadership.
(B) Decision-making.
(C) Supervision.
(D) Communication.

**288.** The passage describes 'decision-making' as the:
(A) Transmission of understanding between people.
(B) Process of selecting a course of action from alternatives.
(C) Art of motivating individuals to work willingly.
(D) Direct control of operations at the frontline level.

**289.** Which organizational process is analogously described as the 'nervous system' of the organization?
(A) Leadership.
(B) Supervision.
(C) Decision-making.
(D) Communication.

**290.** What is a key distinction made in the passage regarding leadership?
(A) It is fundamentally about human relationships and can be informal.
(B) It is solely a function of top executives.
(C) It is always formal and based on a job title.
(D) It is identical to supervision and control.

**Direction :** Please read the following source carefully.

*Personnel Administration is a specialized branch of administration concerned with the effective management of an organization's human resources. Its meaning is rooted in the objective of acquiring, developing, and maintaining a competent and motivated workforce to achieve organizational goals. The nature of*

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*personnel administration is both operational and strategic; it involves day-to-day functions as well as long-term planning for human capital. Its scope is comprehensive, covering all aspects of an employee's life cycle within the organization. Key initial processes within this scope include classification, recruitment, and training. Classification is the systematic process of analyzing and grouping positions into classes based on the similarity of their duties, responsibilities, and qualification requirements. This forms the basis for equitable compensation and career paths. Recruitment is the process of attracting a pool of qualified applicants for vacant positions. It aims to find the right people for the right jobs through various methods of sourcing and advertising. Following recruitment, training becomes essential. Training is a planned effort to provide employees with specific job-related knowledge, skills, and abilities to improve their performance in their current roles and prepare them for future challenges, thereby enhancing both individual and organizational effectiveness.*

Based on the above source, attempt the following five questions.

**291.** What is the fundamental objective of Personnel Administration as stated in the passage?
(A) To minimize the number of employees in an organization.
(B) To exclusively handle financial and budgetary matters.
(C) To acquire, develop, and maintain a competent workforce.
(D) To design the physical infrastructure of the workplace.

**292.** The process of grouping positions based on the similarity of their duties and responsibilities is known as:
(A) Classification.
(B) Recruitment.
(C) Training.
(D) Promotion.

**293.** According to the passage, what is the primary aim of 'recruitment'?
(A) To provide employees with job-related skills.
(B) To group existing positions into classes.
(C) To determine the compensation for a position.
(D) To attract a pool of qualified applicants for vacancies.

**294.** 'Training' is described in the source as a planned effort to:
(A) To find new candidates for the organization.
(B) Provide employees with job-related knowledge and skills.
(C) To systematically group positions into classes.
(D) To define the duties and responsibilities of a new job.

**295.** The passage implies that classification is a foundational process because it:
(A) Directly improves employee performance.
(B) Attracts new applicants to the organization.
(C) Forms the basis for equitable pay and career structures.
(D) Is the final stage in an employee's life cycle.

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**Direction :** Please read the following source carefully.

*Effective personnel administration extends beyond the initial hiring and training phases to encompass the entire career of a civil servant. Promotion provides a crucial avenue for career advancement, motivating employees by offering opportunities for increased responsibility and rewards. Closely linked to motivation are compensation and service conditions, which include salary, benefits, and the overall work environment; these must be fair and competitive to attract and retain talent. Another critical aspect is discipline, which refers to the set of procedures for ensuring adherence to organizational rules and standards, involving corrective actions when necessary. The conduct of civil servants is also guided by core principles like Civil Service Neutrality, Anonymity, and Commitment. Neutrality demands that public officials serve the government of the day impartially, without regard to their personal political beliefs. Anonymity implies that civil servants work behind the scenes, with ministers being publicly accountable for policy decisions. Commitment refers to a deep-seated dedication to the public service ethos and the effective implementation of policies. Finally, the interests and rights of employees are often represented through Professional Associations and Unionism, which engage with management*

*on issues concerning service conditions and employee welfare.*

Based on the above source, attempt the following five questions.

**296.** According to the passage, 'Civil Service Neutrality' requires officials to:
(A) Promote their personal political beliefs through their work.
(B) Take public credit for successful policy implementation.
(C) Form unions to engage in political activities.
(D) Serve the government of the day impartially.

**297.** The principle of 'Anonymity' as described in the text implies that:
(A) Ministers are publicly accountable, while civil servants work in the background.
(B) Civil servants are the ones who are publicly accountable for policy.
(C) Ministers work behind the scenes, while civil servants take credit.
(D) Civil servants' names should never be known to the public.

**298.** What is the role of 'promotion' in personnel administration?
(A) It is a disciplinary action for poor performance.
(B) It serves as a mechanism for career advancement and motivation.
(C) It is the process of setting initial salary and benefits.
(D) It is the principle of serving the government impartially.

**299.** What is the function of Professional Associations and Unionism mentioned in the passage?
(A) To discipline employees who violate rules.
(B) To represent employee interests regarding service conditions and welfare.
(C) To enforce the principle of civil service anonymity.
(D) To implement the promotion and compensation policies of the management.

**300.** Based on the source, 'discipline' in the context of personnel administration refers to:
(A) Procedures for ensuring adherence to rules and taking corrective action.
(B) The initial training given to new recruits.
(C) The commitment of a civil servant to public service.
(D) The compensation and benefits offered to an employee.

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# ANSWERS

1. (B) Meaning
Public administration is fundamentally understood through various definitions that describe its operational nature. When described as government in action, the focus lies on the conceptual understanding and definition of the field. This perspective emphasizes the practical implementation of state activities and the execution of public laws. Such a description serves to clarify what the discipline represents and how it functions within a societal framework effectively.

2. (A) Both Statement I and Statement II are true.
The structural design of organizations often relies on a scalar system where every position is linked to others in a vertical chain. This graded arrangement ensures that authority and communication travel through defined levels from the top executive to the lowest employee. Such a framework prevents confusion by establishing clear lines of command. By facilitating the scalar process, the organization maintains order and ensures accountability across various sections.

3. (C) It is exclusively focused on the for-profit activities of the government.
Public administration operates primarily within a framework dedicated to serving the general interest rather than generating commercial profit. While private sector entities prioritize financial gains, public organizations focus on delivering essential services, implementing welfare programs, and maintaining law and order. The nature of these activities is collaborative and involves multiple branches of the state. Therefore, assuming that for-profit motives drive the government is factually incorrect.

4. (D) Policy formulation and policy execution
Early administrative theory emphasized a clear separation between the political process of making laws and the technical process of implementing them. This conceptual division suggests that while politicians should determine the goals of the state, administrators must focus on the efficient delivery of those objectives without political interference. This relationship remains a cornerstone of traditional administrative study, focusing on the distinct roles of determining and performing.

5. (C) To equip employees with the knowledge and skills needed for the job.
Personnel management relies on specialized developmental programs to enhance the capabilities of the workforce within public organizations. The main objective is to provide workers with necessary technical abilities and conceptual understanding to perform their specific duties efficiently. By investing in these instructional activities, agencies ensure that their staff can meet changing demands and maintain high standards of service delivery. This process directly improves organizational productivity.

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6. (A) Both A and R are true and R is the correct explanation of A.
Efficient organizational management requires that every staff member answers to only one supervisor to avoid contradictory instructions. This structural principle ensures that authority is clear and that employees understand their specific duties without facing conflicting demands. When an individual receives orders from multiple sources, it leads to organizational instability and personal frustration. Clear reporting lines are essential for maintaining discipline and ensuring that goals are met.

7. (D) Civil Service Neutrality
Civil servants are expected to maintain professional distance from political parties to ensure the impartial implementation of state policies. This expectation means that regardless of which political group holds power, the bureaucracy remains dedicated to the law and public welfare rather than partisan interests. Such impartiality builds public trust and ensures continuity in governance during transitions. It is a fundamental ethical requirement for officials serving in a democratic system.

8. (A) Globalization
Formal structures in administration are built upon specific foundational concepts such as coordinating efforts, dividing tasks, and managing the number of subordinates. While these internal principles define how an organization functions, broader economic and social trends like global integration represent external shifts rather than internal structural rules. Effective management requires applying these traditional principles to ensure stability. Conversely, international integration is an environmental factor influencing the broader context of governance.

9. (B) 1, 2, and 4 only
Modern administrative theory distinguishes between formal state structures and the broader processes of managing public affairs. This contemporary perspective recognizes that managing society involves collaboration between government agencies, private markets, and various civil society groups. Unlike traditional models that focus only on state institutions, this approach emphasizes the quality of processes and the achievement of results. It reflects a more inclusive and network-based method of steering the entire nation.

10. (A) Line Agency - Responsible for personnel recruitment for all departments
Primary government departments are responsible for executing the main missions of the state, such as maintaining security or providing education. These entities focus on achieving substantive goals and interact directly with the citizens. However, specialized tasks like hiring staff for the entire organization are typically performed by auxiliary or staff agencies rather than the units responsible for the main mission. Understanding these functional differences is vital for analyzing how public organizations are structured.

11. (A) 1, 3, 2, 4
Establishing a new organization requires a logical progression of structural steps to ensure operational efficiency. The process begins with the division of work to define specific tasks. This is followed by the establishment of a hierarchy to create a chain of command. Once the structure exists, authority is delegated to various levels to enable action. Finally, coordination is applied to harmonize all efforts toward achieving the collective goals.

12. (B) Delegation
Management involves the systematic transfer of specific powers from a superior to a subordinate to facilitate the completion of organizational tasks. This process allows higher-level officials to focus on strategic planning while empowering lower-level staff to handle routine operational decisions. Although the right to act is shared, the original supervisor retains ultimate accountability for the outcome. This mechanism is essential for handling the increasing volume of work.

13. (C) The expansion of state functions and the rise of welfare states.
The importance of public administration has grown significantly as governments have moved beyond basic security functions to provide comprehensive social services. Modern states are now responsible for education, healthcare, and economic regulation, requiring a sophisticated administrative machinery to manage these complex tasks. As the scope of government activities increases to ensure citizen well-being, the role of administrators in delivering these services becomes central to the functioning of society.

14. (A) P-3, Q-4, R-2, S-1
The history and concepts of public administration are marked by distinct transitions and theoretical frameworks. Separating policy from implementation defines the traditional dichotomy, while incorporating non-state actors characterizes the move toward governance. Global integration often leads to reduced autonomy for individual states as they become more interconnected. These changes represent significant shifts in how the discipline is understood and practiced, illustrating the evolution of administrative thought over time.

15. (A) The grouping of positions into classes based on duties and responsibilities.
Effective personnel management requires a systematic arrangement of jobs within an organization to ensure clarity in hiring and compensation. This process involves analyzing the specific tasks and levels of authority associated with different roles and organizing

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them into distinct categories. By creating these groups, agencies can establish uniform standards for qualifications and salary scales. Such a structured approach facilitates fair treatment and efficient administration of the human resources department.

**16.** (B) It encompasses the 'what' and 'how' of government.
Defining the boundaries of public administration involves understanding both the substantive goals of the state and the technical methods used to achieve them. The field addresses the specific policies being implemented and the organizational principles required to execute those plans effectively. Rather than being limited to a single branch or internal rules, it covers the entire breadth of governmental action. This dual focus ensures that objectives are met through efficient management.

**17.** (A) Both A and R are true and R is the correct explanation of A.
International integration has profoundly altered the environment in which public organizations operate, necessitating a move away from isolated national models. Traditional administration was developed for centralized systems with fixed boundaries, which struggle to address cross-border issues like climate change or global trade. Because modern problems are increasingly interconnected, old administrative structures often prove inadequate. Consequently, administrators must adapt their strategies to function effectively within a complex and globalized institutional framework.

**18.** (A) Both Statement I and Statement II are true.
Organizational dynamics are shaped by the distinction between personal influence and formal rights. Influence refers to the actual capacity to direct others' behavior, which can stem from expertise or charisma regardless of legality. Conversely, the formal right to command is an institutionalized concept linked to specific positions within a hierarchy. Both elements are present in administrative settings, but only one is officially sanctioned by the organizational structure and legal framework.

**19.** (C) The number of subordinates a superior can effectively supervise.
Managing a workforce requires understanding the limits of human attention and coordination within a hierarchical structure. This principle addresses how many individuals a single manager can oversee while maintaining high levels of efficiency and providing adequate guidance. A range that is too wide leads to loss of control, while one that is too narrow creates unnecessary organizational layers. Finding the optimal balance is crucial for effective leadership and streamlined communication.

**20.** (D) Budget formulation for the entire state
Human resource management in the public sector involves specific activities such as hiring staff, providing professional development, and maintaining organizational discipline. While these functions focus on managing the workforce, broader financial planning for the whole government is a separate administrative field. Budgeting for the entire state requires macroeconomic analysis and fiscal policy expertise, which falls outside the scope of managing individual employees and their specific career progressions within an agency.

**21.** (C) Civil servants work behind the scenes and the ministers take credit or blame.
Administrative professionals in the public sector are expected to perform their duties without seeking public recognition or facing personal criticism in the legislature. This principle ensures that the political executive remains the visible face of the government, taking full responsibility for the successes and failures of departmental policies. By remaining out of the public spotlight, officials can provide objective advice and serve different political leaders without being personally targeted by the media.

**22.** (B) A network-based approach involving multiple stakeholders.
Modern administration has evolved from a centralized, hierarchical model toward a system that emphasizes cooperation between various actors. This transition acknowledges that the state alone cannot solve all societal problems and must work with the private sector and civil society. The focus shifts from unilateral command to managing complex partnerships and building

consensus among diverse groups. This approach promotes greater participation and leverages the resources of different organizations to achieve public goals.

**23.** (D) Specialization
Efficient organizational design requires breaking down complex operations into smaller, manageable parts assigned to specific individuals or units. By focusing on a narrow range of tasks, employees develop high levels of expertise and technical skill, which significantly increases overall productivity. This methodological approach ensures that work is performed more accurately and quickly than when individuals attempt to handle every aspect of a project. Consequently, depth of knowledge becomes a key asset.

**24.** (A) The obligation of a subordinate to perform the assigned duties.
In a professional setting, individuals are expected to fulfill the tasks and roles assigned to them by their superiors. This concept refers to the psychological and legal commitment an employee has toward achieving specific results and following instructions. It is the necessary counterpart to authority, as those who are given power must also be held accountable for their actions. Ensuring that every member understands their specific duties is vital for organizational performance.

**25.** (C) The paradigm shift from government to governance.
When public agencies choose to utilize external private expertise for internal functions, they demonstrate a move away from traditional self-contained bureaucracies. This practice reflects a broader trend where the state acts as a facilitator and manager of contracts rather than a direct provider of every service. By involving market actors in public service delivery, the organization adopts a network-based model. Such actions highlight the blurring of boundaries between public and private sectors.

**26.** (A) It is the process of synchronizing activities to achieve common goals.
Organizations consist of multiple specialized units that must work together harmoniously to ensure that their efforts do not conflict. This function involves aligning the timing and direction of various tasks so that the entire organization moves toward its objectives efficiently. Without this deliberate integration, the division of work could lead to fragmentation and wasted resources. It is an active management process required at all levels to maintain structural unity.

**27.** (B) P-3, Q-4, R-1, S-2
Managing human resources involves a sequence of activities designed to build and maintain a capable workforce. Attracting individuals to apply for positions is the first step, followed by instructional programs to improve their professional capabilities. Employees who perform well may be moved to higher roles within the hierarchy. Additionally, organizations must have mechanisms for corrective action to ensure adherence to rules. These combined functions ensure a disciplined and skilled administrative staff.

**28.** (B) A fundamental change in basic concepts and practices.
The development of administrative science is characterized by periods where the prevailing understanding of the field undergoes a major transformation. Rather than making minor adjustments, these shifts involve rethinking the core assumptions, goals, and methods of the discipline. For example, moving from a focus on strict rules to a focus on public policy represents a significant intellectual transition. These changes allow the field to adapt to new social and political realities.

**29.** (A) Both A and R are true and R is the correct explanation of A.
Transferring power from the central government to local units is a common strategy used to make administration more responsive to citizen needs. By allowing lower-level officials to make decisions, organizations can reduce delays and utilize local knowledge effectively. This structural change encourages people to participate in their own governance and ensures that policies are tailored to specific regional contexts. Consequently, administrative efficiency is improved because decisions are made closer to the point of service.

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**30.** (D) Printing and stationery supply by a central government press.
Certain government units are established to provide support services that are required by all other departments to function properly. These entities do not directly implement the primary missions of the state, such as law enforcement or tax collection. Instead, they handle internal needs like maintaining buildings or supplying office materials. By centralizing these common housekeeping tasks, the government achieves economies of scale and allows other agencies to focus on their specialized public duties.

**31.** (A) It allows civil servants to publicly criticize the policies of the ruling party.
Administrative professionals must avoid engaging in partisan politics to ensure they can serve any elected government with equal dedication. This requirement prevents officials from using their positions to influence elections or expressing public disagreement with the policies they are tasked to implement. By remaining impartial, the bureaucracy maintains its status as a permanent and reliable instrument of the state. Criticizing the government publicly would undermine this professional standard and damage public trust.

**32.** (B) The process of choosing a course of action from among alternatives.
Administrative work is largely centered on identifying various possibilities and selecting the most appropriate one to solve a specific problem. This cognitive process requires evaluating the potential outcomes and risks associated with different paths before committing resources. It is a critical function at every level of the hierarchy, from routine daily tasks to major strategic planning. Effective choice-making ensures that organizational goals are met through the most efficient use of available means.

**33.** (A) 1, 2, 3, and 4 only
Public organizations operate under a unique set of conditions that distinguish them from private businesses. Their primary goal is service delivery rather than financial gain, and they must adhere strictly to a legal framework. Furthermore, these agencies are answerable to the public and must maintain consistency in how they treat citizens. While they interact with the political system, they are not completely isolated from it, as they implement the policies created by politicians.

**34.** (A) All of the above.
Public administration plays a vital role in the modern world by acting as the primary instrument for delivering services and implementing laws. Beyond routine operations, it is essential for maintaining social order and protecting the rights of citizens. Furthermore, administrative agencies drive socio-economic development by managing infrastructure projects and welfare programs. The field's importance is evident in its capacity to translate government promises into tangible results that improve the quality of human life.

**35.** (C) Professional Associations and Unionism
Employees within the public sector often create formal groups to advocate for their collective interests regarding pay and working environment. These organizations provide a platform for bargaining with the government and protecting workers from arbitrary treatment. While maintaining professional standards is important, these groups primarily focus on the rights and welfare of the workforce. Such associations are a recognized part of modern personnel administration and contribute to the negotiation of service conditions and benefits.

**36.** (D) Dividing complex tasks into parts allows for expertise and specialization.
Organizational efficiency is greatly enhanced when complicated work is broken down into simpler, specific components. This method allows individual workers to focus on a narrow area, leading to the development of deep expertise and high skill levels. As employees repeat specialized tasks, they become more proficient and accurate, which improves the overall quality and speed of the organization's output. Therefore, the systematic partitioning of labor is the foundational requirement for building a specialized workforce.

**37.** (D) Statement I is false, but Statement II is true.
When a manager assigns authority to a subordinate, they are not giving up their own accountability for the final results. This process is meant to share the workload and empower staff, but the original supervisor remains answerable to their own superiors for any failures. Effective

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management requires this transfer of power to handle complex tasks while maintaining a clear line of responsibility. Subordinates are responsible to their managers, but managers remain responsible for the whole.

**38.** (B) The nature of their function and authority.
Government agencies are categorized based on whether they directly achieve the primary goals of the state or support those who do. Some units have the power to command and implement policies, interacting directly with the public. Other units provide specialized advice or internal services but lack the authority to make final decisions on substantive missions. This distinction between direct action and advisory support is fundamental to understanding how authority flows and how tasks are divided.

**39.** (D) Communication
The successful functioning of any organization depends on the continuous exchange of information and ideas among its members. This process allows goals to be shared, instructions to be transmitted, and feedback to be gathered from all levels of the hierarchy. It involves both formal channels, like reports, and informal interactions among staff. Without this constant flow of data and sentiments, coordination would be impossible and the organization would fail to react to changing internal or external conditions.

**40.** (A) Adhering to universal standards of governance and human rights.
International integration has pushed public organizations to look beyond national borders and adopt globally recognized principles of management. Administrators are increasingly required to follow international agreements and ensure that their practices align with global standards of transparency and fairness. This shift involves greater cooperation with international bodies and other countries to address shared problems. As a result, the scope of the field now includes managing the impact of global trends on domestic policy and administration.

**41.** (C) To promote ethical standards and professional development.
Formal groups formed by civil servants often focus on enhancing the skills and moral conduct of their members. These organizations provide opportunities for continuous learning and establish codes of ethics to maintain the prestige of the service. Unlike political groups, they aim to improve the quality of administration and advocate for the professional interests of the workforce. By fostering expertise and integrity, these associations contribute to the overall efficiency and reliability of the public service system.

**42.** (A) Authority is the institutionalized and legitimate power inherent in a position.
In a formal organization, the right to make decisions and give orders is attached to a specific office rather than the individual person. This right is recognized as legal and legitimate by all members, ensuring that instructions are followed willingly. While power can be based on personal influence, this concept is grounded in the official rules and hierarchy of the institution. It can be shared through delegation to ensure that tasks are performed effectively at all levels.

**43.** (D) Encouraging intense competition and conflict between units.
Managing a large organization requires specific methods to ensure that different departments work together toward common objectives. This can be achieved by establishing clear reporting lines, creating joint committees, and sharing a unified plan. Conversely, fostering hostility or unnecessary rivalry between sections disrupts the harmony of the organization and leads to wasted effort. Effective administration focuses on building cooperation and ensuring that all units are moving in the same direction rather than working at cross-purposes.

**44.** (B) Promotion
Vertical mobility within an organization allows experienced employees to move to positions of higher responsibility and authority. This process typically involves a change in rank and salary based on past performance or competitive examinations. By filling vacancies from within, agencies can maintain institutional memory and provide career incentives for their staff. This mechanism is a key component of personnel management that encourages loyalty and rewards the professional growth of civil servants throughout their careers.

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**45.** (C) The Politics-Administration Dichotomy
The early development of administrative study was defined by the attempt to establish the field as a distinct science separate from political science. Theorists argued that while politics deals with determining the will of the state, administration should focus on the technical and efficient execution of that will. This phase provided the necessary conceptual foundation for the discipline and justified its independent study. It emphasized that implementing laws is a professional activity requiring specialized management skills.

**46.** (D) Retention of decision-making authority at the top levels.
In some organizational structures, the power to make important choices is concentrated in a small group of senior executives at the headquarters. This arrangement ensures uniformity in policy implementation and allows for tight control over the entire institution. While it provides consistency, it can also lead to delays in reacting to local issues because lower-level staff must seek approval for even routine actions. This approach focuses on maintaining a strong and unified command from the top.

**47.** (A) Discipline - A system of rewards and penalties to ensure orderly behavior.
Maintaining order within a public organization requires a clear set of rules and a mechanism to enforce them. This involves both positive reinforcement for good conduct and negative consequences for violating departmental standards. By ensuring that all employees adhere to professional norms, the organization can function smoothly and achieve its goals. This system is essential for protecting the integrity of the public service and ensuring that officials act in a predictable and legal manner.

**48.** (B) Commitment to the goals of public service and the constitution.
Administrative professionals are expected to dedicate themselves to the foundational values of the state and the welfare of the citizens. This dedication does not imply loyalty to a specific political party, but rather a deep respect for the rule of law and democratic principles. By focusing on these permanent institutional goals, civil servants can provide stable and impartial service to the public regardless of political changes. This professional mindset ensures that the long-term interests of society are prioritized.

**49.** (B) It is a dynamic function concerned with managing human resources.
Managing the people who work in public organizations is an evolving process that must adapt to social and technological changes. This field is not merely about following fixed procedures, but involves actively motivating, developing, and coordinating the workforce to achieve state goals. It addresses the human element of administration, focusing on how individuals interact with the organization's structure. Therefore, it requires a flexible approach to handling the complexities of human behavior and professional growth.

**50.** (A) Overseeing the work of subordinates to ensure efficiency.
Managers are responsible for monitoring the daily activities of their staff to make sure that tasks are performed correctly and on time. This role involves providing guidance, correcting mistakes, and ensuring that all work aligns with the organization's plans. By maintaining direct contact with employees, supervisors can help solve problems as they arise and maintain high standards of productivity. It is a critical function for translating broad organizational goals into specific, successfully completed operational tasks.

**51.** (A) P-3, Q-4, R-1, S-2
Organizational structure is built on various concepts that define how authority and communication function. These principles include the number of staff managed by one person and the rule that each employee should report to a single supervisor. Additionally, authority flows through a series of levels from the highest to the lowest rank. Managers can also transfer their power to subordinates to facilitate the completion of specific duties. These elements combined create an orderly and functional administrative system.

**52.** (D) Politics-Administration Dichotomy
The foundational belief of early administrative scholars was that implementing public laws should be treated as a technical field governed

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by scientific rules. They sought to separate the messy process of political debate from the efficient management of state affairs. By making this distinction, they aimed to professionalize the bureaucracy and improve government performance through the application of universal management principles. This perspective was the driving force behind the emergence of public administration as an independent academic discipline.

**53.** (A) Both A and R are true and R is the correct explanation of A.
The success of any organization depends on the clear transmission of information, which allows different units to work together toward common goals. When goals and instructions are communicated effectively, staff morale improves and confusion is minimized. Furthermore, this exchange of data is the primary mechanism for coordinating diverse activities and ensuring that decisions made at the top are implemented at the bottom. Without strong internal channels for sharing ideas, organizational efficiency and cooperation would inevitably decline.

**54.** (B) Recruitment
Personnel administration begins with the process of finding and selecting the most qualified individuals to join the public service. This involves advertising positions, evaluating applications through tests or interviews, and finally choosing the best candidates for appointment. A systematic approach to this function ensures that the organization has the necessary talent to fulfill its duties. By focusing on merit and transparency, the agency can build a professional workforce capable of meeting the complex challenges of modern governance.

**55.** (D) Formal authority is the only source of leadership influence.
Guiding a group toward achieving organizational goals requires more than just the official power granted by a specific rank. While managers have formal authority, true influence often comes from personal qualities like expertise, charisma, or the ability to inspire trust. Individuals can lead their peers or influence superiors even without holding a high-level position. Effective guidance involves motivating others and directing their activities through various sources of social and professional power beyond simple hierarchical command.

**56.** (A) The rules governing employment, such as leave and retirement.
The relationship between a public employee and the state is defined by a specific set of regulations regarding work hours, compensation, and benefits. These provisions also cover aspects like health insurance, pension rights, and the conditions under which an official can take time off. Establishing clear and fair rules is essential for maintaining a stable and satisfied workforce. These guidelines ensure that employees understand their rights and obligations throughout their entire career in the civil service.

**57.** (B) 1, 2, and 3 only
Increased global integration has forced public organizations to collaborate across national borders to address shared challenges. This environment encourages governments to adopt efficient management practices from the private sector to remain competitive and transparent. While the state remains a central actor, its role has changed as it increasingly shares responsibility with international and market entities. Although national borders are more open, states still retain their core legal identity while functioning in a more complex and interconnected global landscape.

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**58.** (A) Hierarchy
Managing large groups of people requires a vertical structure where authority and communication flow through a series of connected levels. This arrangement is often described as a chain of command that links the top executive to the most junior employees. Every person in this system knows who their immediate superior and subordinates are, ensuring that instructions are passed down systematically. This principle is fundamental for maintaining order and providing a clear path for information to travel within the organization.

**59.** (D) An interdisciplinary nature and a focus on governance and public policy.
Contemporary administrative study has moved beyond simple rules and now incorporates insights from various fields like sociology, economics, and law. The discipline currently

emphasizes the complex processes of managing public affairs through networks of state and non-state actors. Rather than just focusing on internal management, it addresses the broader impact of policies on society and the challenges posed by international trends. This modern approach reflects the sophisticated and interconnected nature of managing a nation in the current era.

**60.** (B) Delegation
In complex organizations, senior officials must share their decision-making powers with subordinates to ensure that work is completed efficiently at all levels. This transfer of power allows junior staff to handle specific tasks within their area of expertise. However, the original supervisor remains legally answerable for the overall success of the operation. This mechanism is vital for empowering employees and ensuring that the organization can react quickly to problems without overburdening the top executive with routine choices.

**61.** (D) Statement I is false, but Statement II is true.
Government units are categorized based on their roles, with some focusing on primary missions and others on support functions. Specialized advisory units do not have the power to command the departments responsible for the main tasks of the state. Meanwhile, certain agencies are dedicated to providing common services like printing or maintenance that every department needs to function. These auxiliary units help the entire government operate more efficiently by handling internal housekeeping tasks in a centralized manner.

**62.** (D) Ensure employees conform to the organization's rules.
Maintaining an efficient and predictable administrative system requires that all staff members follow established professional standards and behavioral norms. The primary goal of establishing a regulatory framework is to prevent misconduct and ensure that the workforce acts in the best interest of the public. By enforcing these rules through rewards and penalties, organizations can maintain institutional integrity and achieve their goals. This system of control is necessary for protecting the reputation and effectiveness of the civil service.

**63.** (A) Can exist without formal sanction or a specific office.
Influence in an organization is not always tied to a person's official rank or legal right to command. While formal authority is granted by the institution, the capacity to affect others' behavior can come from personal skills, knowledge, or charisma. This means that individuals might exert significant influence over their colleagues even if they do not hold a high position in the hierarchy. Understanding this distinction is crucial for analyzing how real interactions and decision-making occur within a bureaucracy.

**64.** (B) Administrators are involved in policy and exercise discretion.
The idea that implementation and politics are completely separate was eventually challenged by the reality of how government works. Observers realized that civil servants do not just follow orders; they often help create policies and make important choices while carrying them out. This professional judgment means that administration is inherently tied to the political process of determining the public interest. Recognizing this active role led to a more sophisticated understanding of the field as both technical and value-oriented.

**65.** (A) 1, 4, 2, 3, 5
Solving organizational problems requires a systematic sequence of steps to ensure the best outcome. The process begins with identifying the issue, followed by brainstorming various potential solutions. Once these alternatives are developed, they must be carefully evaluated to understand their potential impacts and feasibility. After this analysis, the most appropriate option is selected and put into action. Finally, the results are monitored to determine if the chosen path successfully addressed the original problem as intended.

**66.** (A) The salary, wages, and other benefits received by an employee.
Personnel administration must address the financial and non-financial rewards that attract and retain talented workers in the public service. This component includes not only the basic monthly pay but also various allowances, health insurance, and retirement provisions. Establishing a fair and competitive system of

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rewards is essential for maintaining employee motivation and ensuring that high-quality staff remain dedicated to their roles. This structural element of management directly influences the overall morale and productivity of the entire organization.

**67.** (C) Line Agency
Organizations that are directly responsible for achieving the primary missions of the state are categorized as central operational units. For example, a department tasked with maintaining public safety and enforcing the law is fulfilling a substantive goal that the government exists to perform. These entities interact directly with the citizens and have the authority to implement policies in their specific field. Understanding this role is vital for distinguishing between the core functions and the supporting activities within a bureaucracy.

**68.** (D) The role of the market and civil society is recognized.
Modern administrative theory has shifted away from a state-only model toward a more inclusive approach to managing public affairs. This transition acknowledges that achieving social goals requires the participation of private businesses, non-profit organizations, and citizen groups alongside the government. The focus is no longer just on formal hierarchies, but on building networks and managing collaborative processes. This pluralistic view reflects the complexity of modern society and the need for diverse resources to solve large-scale problems effectively.

**69.** (C) Civil Service Neutrality
Foundational rules for designing organizations include concepts like dividing tasks, establishing a chain of command, and defining reporting relationships. While these principles describe how a structure is built and managed internally, other concepts relate to the ethical behavior and political status of individual officials. For instance, the requirement to remain impartial is a professional standard for conduct rather than a rule for structural design. Effective management relies on structural principles to ensure order, while conduct standards ensure integrity.

**70.** (B) Span of Control
Managing a workforce requires recognizing the limits of a supervisor's ability to provide adequate guidance and monitor performance. If a manager has too many direct reports, they cannot effectively communicate with everyone or solve problems quickly, leading to operational delays and loss of oversight. This principle highlights the importance of finding a balanced number of subordinates to ensure that the supervisor can maintain high standards of efficiency. Proper organizational design must account for these human and cognitive limitations.

**71.** (A) Both A and R are true and R is the correct explanation of A.
Protecting the professionalism of the bureaucracy requires that officials remain invisible to the public and the legislature. Since elected ministers are ultimately responsible for making the final choices on policy, they are the ones who must answer for any failures. This arrangement allows civil servants to provide honest and objective advice without the fear of being personally targeted by political opponents. By maintaining this separation, the administrative system ensures continuity and protects its staff from partisan victimization.

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**72.** (A) The area of study and operation of public administration.
Understanding the boundaries of a discipline involves identifying the specific topics it covers and the practical activities it includes. This term refers to the breadth of the field, including the management of human and financial resources, the implementation of public policies, and the various organizational principles applied in government. It defines what is included within the academic study and professional practice of the field. A clear definition of these boundaries helps researchers and practitioners focus their efforts.

**73.** (C) Enhance efficiency through specialization.
Dividing large and complex operations into smaller, specific tasks allows individual workers to focus on developing high levels of skill in a single area. This concentration of effort leads to faster and more accurate performance, as employees become experts in their particular duties. By assigning roles based on specific

functions, the organization can maximize its total output and improve the quality of service delivery. This foundational principle is the key to managing large-scale bureaucratic systems effectively.

**74.** (A) The process of influencing people to work willingly towards group objectives.
Guiding an organization requires the ability to inspire and motivate individuals to commit their efforts to achieving shared goals. This function goes beyond simply giving orders; it involves building trust, communicating a clear vision, and encouraging cooperation among staff members. True guidance occurs when employees follow a leader not just because of their formal rank, but because they believe in the direction being taken. This human element of management is crucial for building a dedicated and high-performing team.

**75.** (D) All of the above.
Organizational dynamics are shaped by the interplay between the formal right to command, the actual capacity to influence, and the obligation to perform duties. In a healthy administrative system, the power given to an official should match the tasks they are expected to complete. Furthermore, influence can often be exerted through expertise or personal charisma, even without an official title. Recognizing how these elements relate to each other is essential for analyzing how authority is exercised and accountability is maintained.

**76.** (B) Permanent, non-partisan executive.
Maintaining a stable government requires a bureaucracy that can work effectively with different political leaders over time. This concept ensures that civil servants do not lose their jobs when the ruling party changes, provided they remain impartial and serve the state with loyalty. By avoiding involvement in partisan politics, the administration provides a professional and reliable machinery that carries out laws regardless of who is in power. This impartiality is a cornerstone of professional public service in democratic nations.

**77.** (C) Hierarchy
Visual representations of organizational structure often show a vertical arrangement of positions, indicating who has authority over whom. This graded system creates a clear chain of command that links every member of the organization to the top executive. It defines the formal reporting relationships and helps people understand their specific place within the institution. This structured design is essential for maintaining order, ensuring that instructions are passed down systematically, and providing a clear path for official communication and accountability.

**78.** (D) Globalization
The increasing flow of information, people, and capital across national borders has significant implications for how countries are managed. This phenomenon requires administrators to look beyond their own boundaries and cooperate with international organizations to solve shared problems like climate change or economic instability. It also pushes nations to adopt international standards of governance and transparency. As a result, the environment in which public administration operates has become more complex and interconnected, requiring new strategies and a global perspective.

**79.** (A) Both Statement I and Statement II are true.
Organizational design involves deciding whether to keep power at the top or spread it throughout the institution. Concentrating decision-making authority in a few hands ensures uniform policy implementation and strong control from the headquarters. Conversely, systematically distributing this authority to lower levels can improve local responsiveness and empower staff. Both approaches have specific advantages, and most large organizations seek a balance between maintaining consistent standards and allowing for local flexibility through the dispersal of command.

**80.** (B) Nation-building and socio-economic development.
In countries that are working to improve their social and economic conditions, the government acts as a primary driver of change. The administrative machinery in these nations is responsible for establishing infrastructure, managing educational programs, and implementing policies that reduce poverty. Beyond routine management, these agencies play a crucial role in unifying the country and

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creating the foundations for long-term growth. Therefore, the significance of administration in these contexts is measured by its success in transforming society.

**81.** (B) Formulation of the national budget
Managing the workforce within a government organization involves specific tasks like hiring, arranging career paths, and creating job categories. These activities focus on the people who carry out the work and the rules that govern their professional lives. While financial planning is essential for the entire state, it is a separate function from managing individual employees. Macroeconomic fiscal planning and general state budgeting require different expertise and fall under the purview of financial administration rather than personnel management.

**82.** (A) Training
Personnel management depends on instructional programs that help employees gain the necessary expertise to perform their specific roles within the organization. This systematic process involves teaching new skills, updating existing knowledge, and orienting staff toward organizational goals. By investing in the development of its workers, an agency can improve its overall productivity and adapt to new technologies or policies. This continuous learning process is essential for building a capable and professional workforce that can deliver high-quality public services.

**83.** (C) Unity of Command
Organizational efficiency is best maintained when every staff member receives instructions from and is answerable to a single supervisor. This principle prevents the confusion and conflict that occur when an employee is given contradictory orders from multiple bosses. By ensuring a clear and direct reporting relationship, the structure maintains order and accountability. It allows for a straightforward flow of information and ensures that individuals understand exactly what is expected of them without facing divided loyalties or instructions.

**84.** (D) The right of employees to form associations to promote their interests.
Civil servants often organize themselves into formal groups to collectively advocate for better pay, improved working conditions, and protection of their professional rights. These organizations provide a unified voice for the workforce when negotiating with government employers. While maintaining professional standards is important, the primary focus of these associations is the welfare and legal protection of their members. This collective action is a recognized aspect of modern personnel management that helps balance the power between the state and its workers.

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**85.** (C) A focus from state-controlled hierarchies to multi-actor networks.
Administrative theory has transitioned from a model where the government alone makes and implements all decisions toward a more collaborative approach. This new perspective recognizes that the state must work with private businesses and civil society groups to solve complex public problems. Instead of relying solely on top-down commands, the process now emphasizes building partnerships and managing interactions among various stakeholders. This shift reflects a more pluralistic and flexible method of guiding society through consensus and shared resources.

**86.** (A) P-2, Q-1, R-3, S-4
Government units are categorized based on their primary functions, ranging from direct public service to providing internal support. Agencies responsible for missions like public safety interact directly with citizens. Others offer specialized financial or legal advice to the top executive. Additionally, some units handle housekeeping tasks like building maintenance for the entire government. There are also independent bodies that oversee specific economic sectors. Understanding these diverse roles is essential for analyzing the complex structure of modern administration.

**87.** (D) Span of Control - Centralization
Administrative principles describe different aspects of organizational structure and management. Some relate to the number of levels in a hierarchy or how work is partitioned to build expertise. Other concepts address the number of subordinates managed by a single supervisor. While some principles are closely linked, like dividing work to achieve specialization, others address different dimensions of control. For

example, the number of subordinates managed is a distinct concept from whether power is concentrated at the top or dispersed throughout.

**88.** (A) The complete fusion of administration and commerce
The history of the discipline is marked by several key intellectual transitions, such as the attempt to separate implementation from politics and the search for universal management rules. Other phases include the questioning of these rules and the emergence of market-oriented theories. However, the total merging of public service with private commercial interests has never been recognized as a major theoretical paradigm. The field has always maintained a distinction between serving the public interest and pursuing private profit motives.

**89.** (A) Both A and R are true and R is the correct explanation of A.
Vertical organization is essential for managing large-scale institutions because it establishes clear lines of authority and communication. By arranging positions in a series of levels, the structure ensures that every member knows their specific duties and who they are answerable to. This graded system facilitates the systematic flow of information and allows for effective monitoring of performance across the entire organization. Without such a framework, coordinating the efforts of many people would lead to confusion and a lack of accountability.

**90.** (A) Civil Service Anonymity
In a professional bureaucracy, officials work behind the scenes to provide expertise and advice to the political leaders. The final decisions are made by the elected ministers, who must then answer for those choices in public and to the legislature. This arrangement means that the individual civil servants are not publicly identified or held responsible for the success or failure of government policies. This protection allows them to serve different political leaders impartially and ensures that credit or blame remains with the politicians.

**91.** (D) All of the above.
Management involves a continuous process of monitoring and guiding the work of subordinates to ensure that objectives are met. This role is not just about exercising control, but also includes assisting staff, providing necessary resources, and correcting mistakes as they happen. By maintaining close contact with the workforce, supervisors ensure that the organization's plans are carried out correctly and efficiently. It is a fundamental function that combines oversight, support, and developmental guidance to improve overall organizational performance.

**92.** (B) An evolving, interdisciplinary field focused on governance, policy, and comparative studies.
Today, administrative study is a sophisticated discipline that draws insights from diverse areas like economics, sociology, and political science. It has moved beyond simple management rules to address the complex processes of governing through networks and the impact of broad public policies. The field also emphasizes comparing different systems and understanding the challenges of globalization. This modern approach reflects a dynamic and professional area of study that is constantly adapting to the needs of a changing and interconnected world.

**93.** (C) A District Collector authorizing a Sub-Divisional Magistrate to handle a specific land dispute case.
Effective administration requires sharing authority with lower-level officials to ensure that tasks are performed efficiently and quickly. This process involves a superior granting the right to make specific decisions to a subordinate, which allows the organization to handle routine issues without overburdening the top management. While power is transferred to enable action at the operational level, the original supervisor remains answerable for the overall outcome. This mechanism is essential for managing large workloads and developing the skills of junior staff.

**94.** (D) The degree of authority retained at the top versus dispersed to lower levels.
Organizational design involves deciding how much power should be kept at the headquarters and how much should be spread across various units. Concentrating all major choices in a single central point ensures uniformity but can lead to delays. Systematically distributing this power allows for faster action and better adaptation to local needs. This fundamental choice between

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keeping control concentrated or dispersing it defines the basic character of a structure and how it reacts to challenges at different levels of the hierarchy.

**95.** (A) The duties, responsibilities, and qualifications required for the position.
Modern personnel management relies on organizing jobs into logical categories based on the actual work being done rather than the individual person holding the job. This involves analyzing the specific tasks, the level of authority involved, and the professional expertise needed for each role. By creating these groups, the organization can establish fair salary scales and clear standards for hiring and promotion. This objective approach ensures that the administration functions efficiently and that employees are treated consistently across different departments.

**96.** (B) The Politics-Administration Dichotomy
The belief that implementation is a purely technical and non-political activity has been strongly criticized by those who observe how government actually functions. Critics argue that civil servants must always consider the public interest and social values, which are inherently political concerns. They suggest that the separation of policy and administration is impossible because those who carry out laws also exercise significant discretion. This perspective highlights the responsive nature of administration and its deep connection to the political goals of society.

**97.** (B) 1, 2, and 3 only
Effective organizational functioning depends on a multi-directional flow of information. Formal channels transmit goals and instructions downward, while upward channels allow staff to provide feedback and report on their progress. Additionally, informal networks exist within the workplace for sharing news and ideas. Contrary to older models, modern management recognizes that this is not a one-way process but a dynamic exchange that involves everyone. This continuous interaction is essential for coordination, solving problems, and maintaining the overall morale and commitment of the workforce.

**98.** (A) Transnational and global issues like climate change and terrorism.
International integration has significantly expanded the range of topics that administrators must address. Beyond managing purely local or national affairs, the field now includes responding to complex problems that cross national borders. Issues like environmental protection, global security, and international trade require cooperation with foreign governments and international bodies. This broader focus means that modern public administration must be aware of global trends and international standards to function effectively in a world where domestic and global issues are deeply interconnected.

**99.** (C) Because poor coordination leads to duplication of effort, conflicting actions, and wastage of resources.
For an organization to function successfully, the activities of its different units must be harmonized and synchronized. When various departments work without proper communication or alignment, they often repeat the same tasks or even work against each other. This lack of unity results in unnecessary costs, delays, and a failure to achieve the common goals of the institution. Effective management must actively integrate these diverse efforts to ensure that the entire organization moves forward in a unified and efficient manner.

**100.** (D) It is always accompanied by formal authority.
Influence in a social or professional setting is the capacity to affect how others behave, and it can stem from many different sources. While formal positions grant legal rights to command, people can also exert influence through their specialized expertise, personal charm, or historical respect. This means that individuals might have the power to direct their colleagues even if the official organizational chart does not give them a high title. Understanding this distinction is vital for analyzing how decisions are really made within a bureaucracy.

**101.** (A) 1, 3, 2, 4
Managing a new employee follows a logical sequence of stages within the personnel system. The process begins with attracting and selecting the candidate, after which they are assigned to a specific role that matches their skills.

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Once placed, the individual receives training to improve their performance and prepare for future responsibilities. Over time, those who demonstrate high competence may be moved vertically within the hierarchy to take on greater authority. This systematic career path ensures a professional and skilled workforce.

**102.** (B) Its core definition and conceptual understanding.
Understanding any academic discipline requires a clear grasp of what it represents and how it is defined. This involves exploring the foundational concepts that describe the activities of managing public affairs and implementing state policies. By examining these definitions, one can distinguish the field from other areas of study and understand its primary purpose in society. This conceptual framework provides the basis for all further analysis of the discipline's nature, scope, and significance in the modern world of governance.

**103.** (A) Both Statement I and Statement II are true.
The early development of the discipline was shaped by the attempt to separate implementation from politics, which gave the field its own identity. Over time, however, scholars realized that this strict division did not match the reality of how government functions. They acknowledged that administrators do not just follow orders but are actively involved in making choices and shaping policy. While the original idea was critical for starting the discipline, modern views recognize the deep and necessary connection between administrative and political roles.

**104.** (A) Line unit
Organizations are composed of various departments, some of which are directly responsible for achieving the primary mission, such as manufacturing a product or providing a specific service. The managers in these units have the power to command and are directly accountable for the organization's substantive output. Unlike advisory or support units, these departments represent the core operational strength of the institution. Understanding this role is essential for analyzing how authority flows and how the primary objectives of the state are met.

**105.** (C) The orderly conduct of employees and adherence to rules.
Maintaining an efficient organizational environment requires all members to follow a set of professional standards and behavioral guidelines. This system ensures that work is performed predictably and that the administration remains integer and reliable. When employees fail to meet these expectations, the organization must have mechanisms for corrective action to protect its overall performance and reputation. This focus on order and adherence to regulations is a fundamental aspect of managing a professional workforce within any public or private institution.

**106.** (B) P-2, Q-4, R-1, S-3
Managing an organization involves several key activities, such as making choices among various options and ensuring the transmission of information between members. Additionally, it requires guiding and motivating followers toward shared goals and monitoring their daily tasks to ensure they are performed correctly. These combined functions allow the administration to operate smoothly and achieve its objectives. Each role serves a specific purpose, from strategic planning to direct oversight, creating a comprehensive system for effective organizational performance and leadership.

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**107.** (D) Ministerial responsibility
In a democratic system, the political leaders who are elected to the legislature take full responsibility for the actions of their departments. This means that if a policy fails, the minister is the one who must answer to the public and the media. Because the minister is the visible face of authority, the professional civil servants who provide the advice remain in the background. This arrangement allows officials to work impartially without facing personal political attacks, ensuring the continuity of administration.

**108.** (A) Both A and R are true and R is the correct explanation of A.
The number of subordinates a manager can effectively oversee depends on the nature of the tasks being performed. At higher organizational levels, work is often complex and requires significant time for consultation and decision-making, so supervisors should manage fewer people. Conversely, lower-level work is frequently

standardized and routine, allowing a single manager to oversee a larger group of employees efficiently. Adjusting the span of control based on these differences is essential for maintaining effective leadership and high operational standards.

**109.** (C) Greater focus on hierarchical, top-down control.
Modern administrative theory has shifted away from rigid, vertical command structures toward more flexible and collaborative models. This move recognizes that complex social problems require the involvement of multiple actors, including the private sector and civil society. Instead of relying solely on unilateral orders from the top, the process now emphasizes building networks, managing partnerships, and using market-based mechanisms. This inclusive approach values consensus and outcome-oriented management over strict adherence to traditional bureaucratic hierarchies and top-down authority patterns.

**110.** (A) 1, 2, 3 and 4 only
Sharing authority with subordinates provides numerous benefits, such as allowing senior executives to focus on strategic matters and enabling faster action at the operational level. It also serves as a practical way to train junior staff and increase their motivation by giving them real responsibility. However, the original supervisor never gives up their ultimate accountability for the outcome. Effective management relies on this systematic transfer of power to ensure that the organization remains efficient and that the workforce is continuously developing.

**111.** (A) Compensation
Personnel management involves a comprehensive system of financial and non-financial rewards given to employees for their service. This include not only the basic salary but also various allowances, bonuses, health benefits, and retirement plans. Establishing a fair and transparent reward structure is crucial for attracting talent and maintaining high levels of motivation and loyalty within the public service. This structural element of administration is essential for ensuring that the workforce is fairly treated and remains committed to the organization's goals.

**112.** (B) The authority of ideas and advice.
Certain units within an organization are designed to provide specialized knowledge and support rather than direct command over operations. These agencies influence the organization through their expertise and the quality of the information they provide to the top executives. They do not have the power to issue orders to the departments responsible for the main missions of the state. Instead, they act as a consultative body that helps managers make better-informed choices by providing expert analysis and strategic guidance.

**113.** (B) The Politics-Administration Dichotomy and Principles of Administration
Early administrative thinkers were motivated by a desire to improve government performance by adopting management techniques from the world of commerce. They argued that public agencies could be run more efficiently if they followed scientific principles and were separated from the influence of partisan politics. This period of the discipline's development was characterized by a search for universal rules that would bring professional standards to the bureaucracy. The focus was on achieving maximum output through clear structures and expert technical management.

**114.** (A) The obligation to perform an assigned task.
In a professional hierarchy, every individual is expected to fulfill the specific duties and roles given to them by their superiors. This concept refers to the professional and moral commitment an employee has to ensure that their assigned tasks are completed successfully. It is the necessary counterpart to the right to give orders, as those who are given duties must be held answerable for their performance. Ensuring that all members understand their specific obligations is vital for the overall success of the organization.

**115.** (C) Implementing laws and policies passed by the legislature.
Public administration serves as the primary mechanism for turning the decisions of the government into reality. While politicians create laws and set broad goals, it is the bureaucracy that manages the technical work of carrying out these plans across the country. Without an efficient administrative machinery, the promises of the

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state would remain as empty words on paper. This implementation role is the core function of the field, ensuring that public services are delivered and that the rule of law is maintained.

**116.** (D) Issuing a warning or suspension for misconduct.
Maintaining professional standards within an organization requires a system for addressing behavior that violates established rules. When an employee fails to follow procedures or acts unethically, the management must take corrective actions to ensure that such conduct is not repeated. These measures can include formal reprimands or temporary removal from the workplace. Such negative consequences are necessary for protecting the integrity of the public service and ensuring that all members are held accountable for their professional actions and conduct.

**117.** (C) Skills, discretion, and judgment in administrative situations.
Those who view public administration as a creative practice emphasize that managers must use their personal wisdom and professional experience to handle unique and changing situations. Unlike a strict science that relies on universal rules, this perspective suggests that effective management requires the ability to adapt and make choices based on complex social and human factors. It highlights the importance of an official's personal talent and the intuitive sense of how to best serve the public interest in diverse and unpredictable circumstances.

**118.** (B) Unity of Command
For an organization to function smoothly, every individual should report to and receive instructions from only one supervisor. When this rule is ignored and an employee is given contradictory orders from multiple sources, it leads to confusion, frustration, and a lack of accountability. Maintaining a single line of authority ensures that staff members understand exactly what is expected of them and who they must answer to for their performance. This principle is vital for maintaining order and avoiding organizational conflict.

**119.** (D) Coordination
Managing complex public programs often requires different government departments to work together toward a shared objective. To ensure success, these units must synchronize their efforts and share information to avoid duplicating work or acting at cross-purposes. By setting up a dedicated body to harmonize these interactions, the organization aims to integrate diverse activities into a unified whole. This active management process is essential for achieving large-scale social goals that fall under the responsibility of multiple specialized agencies.

**120.** (A) They are primarily focused on collective bargaining for wages, like a trade union.
Professional organizations in the public sector are established to enhance the status of a particular field by promoting knowledge-sharing and establishing ethical standards. While they protect the interests of their members, their main goal is not negotiating pay but rather fostering expertise and professional growth. They often develop codes of conduct and encourage research to improve the quality of administration. Unlike labor unions, their primary focus is on the advancement of professional skills and the maintenance of high standards of integrity.

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**121.** (C) Meaning
When describing public administration as the management of people and resources to achieve the goals of the state, we are focusing on its fundamental definition. This conceptual understanding explains what the discipline represents and its primary purpose in society. It clarifies the basic identity of the field by highlighting the combination of organizational management and public service. This foundational explanation provides the starting point for exploring more specific details about how the discipline is practiced and how it has changed.

**122.** (A) Decentralization
Administrative efficiency is often improved when the power to make choices is moved from the central headquarters to local or regional offices. This arrangement allows the organization to react more quickly to specific local problems and utilize the specialized knowledge of field staff. By dispersing authority throughout the institution,

the administration becomes more responsive to the needs of the citizens. This approach values local flexibility and empowerment over maintaining rigid and uniform control from a single central location within the hierarchy.

**123.** (D) Accountable to the people and operates in the public interest.
Administration in the state sector is defined by its focus on serving the entire society rather than pursuing private interests or financial profit. These organizations must operate within a legal framework that ensures they are answerable to the citizens and their elected representatives. This requirement for transparency and public accountability distinguishes the field from private management. Every action taken by these agencies is expected to contribute to the welfare of the people and uphold the values of a democratic society.

**124.** (B) Questioning of the principles and the politics-administration dichotomy.
After a period of focusing on universal management rules and the separation of policy from implementation, the discipline entered a phase of critical reflection. During this time, scholars began to challenge the idea that there are fixed scientific rules for administration and realized that the field is inherently political. This led to a more sophisticated understanding of the complexity of government work. This era was essential for moving the discipline beyond simple mechanistic models and preparing it for a more modern approach.

**125.** (D) All of the above.
Public organizations use different types of units to achieve their goals, each with a specific role and authority. Some departments directly carry out the state's mission and have the power to command. Other specialized units provide advice to leaders, while some handle internal housekeeping tasks like maintenance for the entire government. Understanding these distinct functions is crucial for analyzing how the bureaucracy is structured and how different parts work together to deliver services and maintain the administrative system.

**126.** (D) Recruitment test
Developing a professional workforce involves various instructional programs designed to improve skills and orient staff toward organizational goals. These include teaching new employees about their roles, providing specialized instruction in the workplace, and preparing individuals for future responsibilities. While selecting candidates through examinations is a vital part of the hiring process, it is not a form of ongoing professional development. Instructional activities occur after a person has joined the organization or as part of their preparation for a career in public service.

**127.** (A) Both A and R are true and R is the correct explanation of A.
Large organizations cannot function effectively if a single top executive attempts to make every choice and perform every task. To manage a complex workload, power must be shared with subordinates so that activities can proceed simultaneously across the institution. This transfer of authority is necessary for the smooth operation of the bureaucracy. By allowing others to handle routine matters, leaders can focus on high-level strategic planning. This structural mechanism is a fundamental requirement for the viability of any modern administrative system.

**128.** (B) Government to Governance paradigm shift
Administrative theory has transitioned from a model focused exclusively on state hierarchies to one that recognizes the role of diverse actors in managing public affairs. This change acknowledges that achieving social goals requires collaboration between the government, private businesses, and non-profit organizations. The focus is now on building partnerships and managing networks rather than just issuing top-down commands. This shift reflects a more modern and inclusive way of steering society that leverages the resources and expertise of various sectors together.

**129.** (B) Division of Work
The most foundational rule for organizing any group effort is the partitioning of tasks into smaller, specialized roles. By breaking down complex operations, an organization allows its members to focus on specific areas, which is the necessary starting point for all other structural

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principles. Once tasks are divided, a hierarchy can be established to coordinate them and authority can be shared to execute them. Without this initial separation of labor, an efficient and professional administrative system could not be created.

**130.** (A) 2, 4, 1, 3
The intellectual history of the discipline has moved through distinct stages, beginning with the attempt to separate implementation from politics. This was followed by a period where scholars sought to discover universal management rules. Later, these rules were challenged, leading to a more complex understanding of the field. Finally, the focus shifted toward the broader impact of public policies and the role of governance. This progression shows how administrative thought has evolved to address the changing needs of modern society.

**131.** (C) The principles of the Constitution and the welfare of the people.
In a professional and democratic administrative system, the loyalty of a civil servant is not to a particular political party but to the fundamental laws of the nation. They are expected to uphold the values found in the constitution and work for the benefit of the entire society. This commitment ensures that the bureaucracy remains a stable and reliable instrument of the state regardless of which political group is in power. Prioritizing public service and constitutional principles is the hallmark of ethical administration.

**132.** (D) Decision-making
The core of all administrative activity is the process of identifying different paths and selecting the most appropriate one to solve a problem. This cognitive function requires analyzing various alternatives and their potential consequences before committing resources. It occurs at every level of the organization, from daily routine tasks to long-term strategic planning. Successfully choosing the best course of action is what allows the administration to achieve its goals and respond effectively to the challenges of managing public affairs.

**133.** (C) It is increasingly interdisciplinary and focused on problem-solving.
Today, the study of public administration draws from many different fields, including economics, sociology, and political science, to address the complex issues of governing. The discipline is now characterized by a practical focus on achieving results and managing society through collaborative networks. Rather than being limited to simple management rules, it explores the broader impact of policy and the challenges of globalization. This modern approach reflects a sophisticated and professional field that is constantly adapting to find new ways to improve public service.

**134.** (B) Personnel Administration
Managing the workforce within a government organization includes specific responsibilities like establishing pay scales, benefits, and working conditions for employees. This field of study addresses how to attract and retain talented staff by providing fair rewards for their professional service. While financial administration handles the broader government budget, this specialized area focuses on the individual workers and their career development. Ensuring that the staff is properly rewarded is a key factor in maintaining high morale and organizational efficiency within the public sector.

**135.** (D) Informal communication
In every workplace, information often spreads through unofficial channels that are not part of the formal hierarchical structure. This network relies on social interactions among staff and can transmit news, rumors, or sentiments faster than official reports. While these channels can sometimes be inaccurate, they are a natural part of human organizations and provide management with insights into employee feelings. Understanding how this unofficial exchange of information works is important for any administrator who wants to maintain a healthy and informed organizational culture.

**136.** (A) Functional specialists and matrix structures.
The traditional rule that every employee should have only one supervisor is often challenged by the complexity of modern organizations. In many professional settings, workers may need to report to both a department manager and

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a project leader, or they may receive technical instructions from several different experts. While this approach allows for greater specialization and flexibility, it can also create confusion and conflicting demands. Balancing the need for diverse expertise with the requirement for a clear chain of command is a major management challenge.

**137.** (C) The increasing complexity of society and the demand for more public services.
The importance of government management has grown because modern life presents challenges that require coordinated action, such as environmental protection, economic regulation, and public health. As citizens expect more from their leaders, the administrative machinery must become more sophisticated to deliver these complex services. The expansion of these responsibilities means that the role of administrators is now central to the functioning of a stable and prosperous nation. This trend highlights the critical need for professional and efficient public service delivery.

**138.** (A) The Politics-Administration Dichotomy
An early and influential idea in administrative theory was that the political process of deciding state goals should be clearly separated from the technical work of carrying them out. Proponents argued that this division would allow the bureaucracy to focus on efficiency without being distracted by partisan debates. While this strict separation has been criticized in later years, it was essential for establishing the field as an independent science. This concept highlights the difference between determining the public will and executing it professionally.

**139.** (D) Line, Staff, and Auxiliary Agencies
Modern government departments function through a combination of different units with specialized roles. Some carry out the primary mission, while others provide expert advice to the leadership. Additionally, some units handle routine internal tasks like building maintenance that are needed by all departments. This interaction between operational, advisory, and support functions ensures that the bureaucracy can fulfill its substantive duties while maintaining high levels of internal efficiency. Recognizing these different roles is vital for understanding how a complex administrative system operates.

**140.** (B) Authority and responsibility should be co-equal and co-terminus.
In an ideal organizational structure, the right to give orders should exactly match the tasks that a person is expected to complete. If an official is given duties without the power to make necessary choices, they will be unable to succeed. Conversely, having power without being held answerable leads to misuse. Therefore, effective management requires a balance where every member has the necessary authority to fulfill their specific obligations. This symmetry is a foundational principle for ensuring accountability and operational performance.

**141.** (P-3, Q-4, R-2, S-1) A
Personnel management involves various concepts that define how a workforce is organized and managed. These include grouping similar jobs for consistent treatment and moving employees to higher positions within the hierarchy. Additionally, there are specific rules regarding benefits and the right of workers to negotiate collectively with their employer. These elements together create a structured system for hiring, rewarding, and protecting the professional interests of the staff. Understanding these terms is essential for analyzing how the public service maintains a skilled and motivated workforce.

**142.** (D) Be aware of international agreements, standards, and best practices.
In an increasingly interconnected world, public officials can no longer focus only on domestic affairs. They must understand the impact of global trends and ensure that their practices align with international standards of transparency and human rights. This requires cooperation with foreign governments and international organizations to solve shared problems. By adopting globally recognized best practices, administrators can improve the efficiency and legitimacy of their own national systems. This global perspective is now a necessary part of professional public service in the modern era.

**143.** (A) 1, 2, 3 and 4 only
Modern administrative theory has shifted toward a more inclusive approach that involves

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multiple actors and collaborative networks. This model recognizes that the boundaries between the state, the private sector, and civil society are increasingly blurred. Instead of relying solely on top-down commands, the focus is on steering society through partnerships and shared responsibility. This pluralistic view emphasizes outcomes and consensus over rigid hierarchical control. It reflects a more flexible and modern way of managing public affairs in a complex and interconnected social environment.

**144.** (B) New employees to orient them to the organization.
When a person first joins the public service, they must be introduced to the organization's culture, rules, and their specific professional duties. This initial phase of development helps the individual adapt quickly to their new environment and understand what is expected of them. By providing this basic foundation, the agency ensures that new staff members can begin their work with clarity and confidence. This process is a vital part of personnel management that helps build a committed and effective workforce from the very start.

**145.** (A) Both A and R are true and R is the correct explanation of A.
The success of any organization depends on the harmonious integration of its various parts to achieve a common goal. Without a deliberate effort to synchronize these activities, different units might repeat work or even act against each other, leading to inefficiency and conflict. This active process of unification is the essence of effective management, ensuring that all individual efforts are moving in the same direction. It is the necessary bridge that connects specialized tasks into a unified and successful organizational whole.

**146.** (A) In the direct line of command and responsible for achieving the organization's primary goals.
Certain government departments are designated as the primary instruments for carrying out the main missions of the state. These units have the authority to issue orders and interact directly with the citizens to implement substantive policies. They represent the core operational strength of the hierarchy, as their work is directly related to the organization's purpose. Distinguishing these from advisory or support units is fundamental for understanding how authority flows and how the most important goals of the government are met.

**147.** (B) Both Statement I and Statement II are false.
Organizational design involves both vertical and horizontal dimensions of structure. The graded arrangement of levels from the top down establishes the vertical chain of command, while the horizontal division addresses how many subordinates a single manager can oversee at one level. Both concepts are essential for defining reporting relationships and partitioning work, but they describe different parts of the structure. Confusing these dimensions can lead to a misunderstanding of how authority and communication are organized within a bureaucratic system.

**148.** (D) Staff and Auxiliary agency
Certain government departments are established to provide specialized advice to leaders and handle routine internal tasks that are common to all agencies. These units do not directly carry out the primary missions of the state, such as maintaining security, but instead support the departments that do. By centralizing tasks like hiring and maintenance, the government achieves efficiency and consistency across different organizations. These support roles are essential for the smooth operation of the entire bureaucracy and allow other units to focus on their missions.

**149.** (C) An organization's human resources.
Managing the people who work in an organization is a specialized field that addresses everything from recruitment and training to pay and working conditions. This area of study explores the rules that govern the workforce and the methods used to motivate and develop employees. It is concerned with building a capable and professional staff that can effectively achieve the organization's goals. This focus on the human element is what distinguishes this field from other types of management, like financial planning or infrastructure development.

**150.** (B) Unionism
Foundational rules for designing an organization include concepts like partitioning work, establishing a chain of command, and

harmonizing the efforts of different units. These principles describe how the internal structure of an institution is built and managed to ensure order and efficiency. While the right of employees to organize themselves is a recognized professional standard and part of personnel management, it is not a structural principle used to design the organization itself. Effective leadership and coordination are the essential elements for building a functional system.

**151.** (D) It provided a focus and justification for studying administration scientifically.
An early and critical step in the development of the discipline was the attempt to separate implementation from the messy world of partisan politics. This conceptual division allowed scholars to treat government management as a technical field that could be improved through professional standards and scientific methods. By establishing this unique area of study, the field gained its own identity and a clear purpose within academia. This focus on objective efficiency provided the necessary foundation for the professionalization of the bureaucracy and the study of administration.

**152.** (A) Different departments timing their actions to launch a new product together.
The success of any large effort depends on the ability of various specialized units to synchronize their work toward a shared goal. When different parts of an organization align their timing and resources, they can achieve outcomes that would be impossible for any single unit working alone. This active process of integration ensures that all individual efforts support each other and that the entire organization moves forward in a unified manner. This harmonious timing and cooperation is the hallmark of effective management and organizational success.

**153.** (C) Not publicly credited or blamed for government policies.
Professional officials in the bureaucracy work behind the scenes to provide expertise and implement decisions, while the elected political leaders take all public responsibility. This principle ensures that the civil servants who provide advice are not personally targeted by the media or political opponents for the success or failure of a program. By remaining invisible to the public eye, these officials can serve successive governments with equal impartiality. This arrangement protects the professional status of the service and ensures its long-term stability.

**154.** (A) Decentralization
When a central government transfers decision-making powers to regional or local bodies, it is moving authority closer to the citizens. This structural change allows policies to be better adapted to local conditions and encourages more participation from the public. By dispersing power throughout the country, the administration becomes more flexible and responsive to the needs of different areas. This approach values local knowledge and empowerment, aiming to improve the overall efficiency and legitimacy of government by reducing the concentration of power at the center.

**155.** (D) All of the above.
The professional relationship between a public official and the government is defined by a comprehensive set of regulations. These rules cover pay and allowances, the path for career advancement, and the conditions for taking leave. Additionally, they establish the procedures for retirement and the rules for maintaining professional conduct and discipline. Having clear and fair guidelines for all these areas is essential for building a stable and motivated workforce. These provisions ensure that all members understand their rights and duties throughout their career.

**156.** (B) Professional ethics, standards, and knowledge development.
Organizations formed by civil servants can have different primary goals, with some focusing on bargaining for better pay and others on enhancing the status of their field. Groups that prioritize expertise often develop codes of conduct and promote research to improve the quality of public service. While they protect their members' interests, their core mission is to foster continuous learning and maintain high levels of integrity and skill. This focus on professional growth and ethical standards is what distinguishes them from more traditional labor-oriented organizations.

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**157.** (C) Division of work
Complex operations are managed more effectively when they are broken down into smaller, simpler parts assigned to different individuals or units. This foundational principle allows workers to focus on a narrow area, leading to the development of deep expertise and high levels of skill. By partitioning labor in this way, an organization can maximize its total productivity and improve the quality of its output. This systematic separation of tasks is the necessary starting point for building any professional and efficient bureaucratic structure.

**158.** (D) Authority
In a formal organization, the legal right to make decisions and issue orders is attached to a specific position rather than the individual person. This right is recognized as legitimate by all members, ensuring that instructions are followed because of the office held. While people can exert influence through personal charisma, this concept is grounded in the official rules and hierarchy of the institution. It provides the necessary basis for making choices and ensuring that tasks are performed correctly at all levels of the structure.

**159.** (A) A greater emphasis on public policy and an interdisciplinary approach.
After a period of challenging the traditional principles and the strict separation of implementation from politics, the discipline moved into a more sophisticated phase. This new era focused on the broader impact of government actions on society and began to draw insights from diverse fields like economics and sociology. The study of administration became less about simple management rules and more about the complex process of shaping and achieving social goals. This transition reflected the growing complexity of modern governance and public affairs.

**160.** (A) Both A and R are true and R is the correct explanation of A.
Modern administrative theory distinguishes between formal state institutions and the broader processes of managing public affairs. This contemporary perspective recognizes that managing society involves collaboration between government agencies, private markets, and various civil society groups. Unlike traditional models that focus only on state structures, this approach emphasizes the quality of processes and the achievement of results. It reflects a more inclusive and network-based method of steering the entire nation that leverages the resources of different sectors to solve complex problems.

**161.** (B) Hierarchy
Managing a large group of people requires a vertical structure where authority and communication flow through a series of connected levels from the top executive down to the lowest rank. This arrangement ensures that every member knows who their immediate superior and subordinates are, providing a clear path for information and commands. This graded system is essential for maintaining order, ensuring accountability, and synchronizing the efforts of many people toward a common goal. It is the foundational framework for building any professional bureaucracy.

**162.** (B) P-3, Q-4, R-1, S-2
Personnel management involves a sequence of activities designed to build and maintain a professional workforce. These include the initial selection of candidates from a pool of applicants and the provision of financial rewards for their service. Additionally, employees who demonstrate competence may move vertically to higher positions of authority. Instructional programs are also used to teach new skills and knowledge to the staff. These combined functions ensure that the organization has the necessary talent and that the workforce remains motivated and skilled.

**163.** (C) Checks and balances, and accountability for the use of Authority
To prevent the misuse of power in an organization, it is essential to have mechanisms that monitor how decisions are made and ensure that officials are answerable for their actions. This involves establishing clear rules, limiting the concentration of authority, and providing oversight from different levels. By creating these safeguards, the institution can protect the public interest and maintain high levels of integrity. Ensuring that every use of power is subject to review is fundamental for preventing arbitrary treatment and protecting the rights of individuals.

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**164.** (D) Increasing the demand for transparency and international benchmarking.
Global integration has forced national administrative systems to adopt more open and professional management practices. Governments are increasingly expected to follow international standards of governance and allow for greater scrutiny of their operations. This trend encourages agencies to compare their performance with other nations and adopt best practices from around the world. By becoming more transparent, organizations can build public trust and improve their efficiency in a complex global environment where domestic actions are often monitored and influenced by international trends.

**165.** (D) Statement I is false, but Statement II is true.
Managing an organization and providing visionary guidance are distinct but related functions. Management focuses on maintaining order and handling the daily complexities of operations through established rules and procedures. Conversely, true leadership is about inspiring people and guiding them through periods of change by communicating a new vision. While a single individual can do both, the roles require different skills and approaches. Recognizing this difference is important for understanding how organizations both maintain stability and adapt to new social and political challenges.

**166.** (B) Staff Agency
Certain government bodies are established specifically to provide specialized advice and expertise to the top executive rather than carrying out primary missions. These units do not have the power to command operational departments, but instead influence the administration through the quality of the information and recommendations they provide. Their role is to help leaders make better-informed choices on issues like recruitment or policy. This advisory function is essential for bringing professional standards and technical knowledge to the highest levels of the government hierarchy.

**167.** (D) International treaty negotiation
Managing the workforce within a government organization involves specific activities like hiring, training, and establishing career paths for employees. These tasks focus on the people who carry out the state's work and the rules that govern their professional lives. While negotiating agreements with foreign nations is a vital function of the state, it is a matter of foreign policy rather than personnel management. The field of human resource administration is concerned with building and maintaining a skilled and motivated workforce within the bureaucracy.

**168.** (A) Herbert Simon and the behavioralists.
A significant shift in administrative thought occurred when scholars began to focus on the human and psychological factors that influence how choices are made within an organization. This perspective argued that making decisions is the core activity of management and that understanding this process is the key to improving efficiency. It moved the discipline away from simple structural rules and toward a more sophisticated analysis of how individuals and groups really behave in a bureaucracy. This approach was essential for modernizing the field.

**169.** (B) To overcome the limitations of the span of control.
In large organizations, a single manager cannot effectively oversee every employee because of the cognitive limits of human attention. To solve this problem, multiple levels of supervision are created so that each person only manages a small and manageable group of subordinates. This graded structure allows for the systematic flow of information and command throughout the entire institution. By creating this vertical chain, the organization can coordinate the efforts of many people while ensuring that every individual receives adequate guidance and oversight.

**170.** (A) All of the above.
The field of public administration covers a broad range of topics related to the management of state affairs and the implementation of policies. This includes everything from the technical work of preparing budgets and delivering services to the professional management of the workforce through recruitment and training. By exploring all these areas, the discipline seeks to improve the efficiency and responsiveness of the government. This comprehensive focus ensures that the substantive goals of the state are met through modern and effective management practices.

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**171.** (D) The Politics-Administration Dichotomy
Early administrative thinkers believed that implementing laws should be treated as a technical field separate from the partisan debates of politics. They argued that once a law is passed by the legislature, the bureaucracy's role is to carry it out systematically and efficiently according to fixed scientific rules. This perspective emphasized the legal and procedural nature of administration and was essential for establishing the field as an independent science. It highlighted the idea that management is about the detailed execution of the state's will.

**172.** (B) Responsibility
In a professional hierarchy, every staff member is expected to fulfill the specific duties assigned to them by their superior. This concept refers to the psychological and professional commitment an individual has toward ensuring that their tasks are completed successfully. It is the necessary counterpart to the right to command, as those who are given tasks must be held answerable for their performance. Ensuring that all members understand their specific obligations is fundamental for maintaining accountability and achieving the goals of the organization.

**173.** (D) All of the above.
The success of any organization depends on the continuous exchange of clear and timely information among its members. For a communication system to be effective, it must ensure that messages are understood correctly and that there is a way for staff to provide feedback to their managers. Additionally, the information shared must be consistent with the organization's goals to avoid confusion. These combined features facilitate coordination, solve problems, and help maintain the overall morale and efficiency of the entire workforce.

**174.** (D) Civil Service Neutrality
To ensure a stable and impartial administration, officials are expected to serve any elected government with equal loyalty, regardless of its political persuasion. This principle prevents civil servants from engaging in partisan activities and ensures that their professional expertise is used solely to implement the law and serve the public interest. By remaining non-partisan, the bureaucracy maintains its status as a permanent and reliable instrument of the state. This impartiality is a cornerstone of professional public service in a democratic society.

**175.** (A) 3, 2, 1, 4
The career of a professional official follows a logical progression of stages within the bureaucracy. The process begins with the initial selection and hiring of the individual, followed by instructional programs to develop their skills. Over time, those who perform well are moved vertically within the hierarchy to take on greater responsibilities and authority. Finally, after a period of service, the official leaves the organization. This systematic career path ensures that the public service is composed of experienced and skilled professionals.

**176.** (B) Decreased importance of information technology.
Global integration has significantly changed the environment in which public organizations operate, creating new challenges and opportunities. This trend has increased the pressure for administrative reform and required governments to address complex cross-border issues. International organizations have also gained a more prominent role in shaping national policies. In this interconnected world, the use of modern technology has become more critical for sharing information and managing international interactions. Therefore, ignoring technology would be a failure to adapt to the realities of a globalized administrative system.

**177.** (A) P-3, Q-4, R-1, S-2
Organizational problems often stem from violating foundational principles of management. For example, giving a worker orders from two bosses creates confusion and ignores the need for a single chain of command. Similarly, managing too many subordinates leads to a loss of effective oversight. Concentrating all decisions at the top can also cause delays in local action, while failing to partition tasks prevents the development of specialized expertise. Understanding these concepts is essential for identifying and solving structural inefficiencies within any large bureaucracy.

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**178.** (A) Leadership
Guiding an organization requires monitoring the daily tasks of subordinates to make sure they are performed correctly and align with shared goals. This function involves providing support, correcting mistakes, and ensuring that instructions are understood. By maintaining direct contact with staff, those in charge can help solve problems and maintain high levels of productivity. This direct oversight is a key part of providing effective guidance and ensuring that broad organizational plans are translated into specific, successfully completed operational actions for the whole team.

**179.** (C) All of the above.
Organizing jobs into logical categories based on their duties is a fundamental requirement for fair and efficient personnel management. This system provides a clear basis for setting consistent salary scales and establishing the qualifications needed for different roles. It also helps define the path for career advancement by showing how positions relate to each other within the hierarchy. By using this objective approach, an organization can ensure that all employees are treated consistently and that the bureaucracy functions according to professional and rational standards.

**180.** (D) Legitimacy
In a formal organization, the capacity to influence others is distinct from the legal right to give orders. While anyone can exert influence through personal charisma or expertise, only some have a right to command that is recognized as officially sanctioned and correct. This official status ensures that instructions are followed willingly because they are seen as legally binding within the institution's rules. Understanding this distinction is vital for analyzing how authority is exercised and how order is maintained within any professional bureaucratic structure.

**181.** (A) Both A and R are true and R is the correct explanation of A.
The early idea that implementation is completely separate from politics is no longer seen as a realistic description of how government works. Scholars now recognize that civil servants do not just follow orders; they are actively involved in making important choices and helping to create the policies they carry out. This professional judgment means that administration is inherently tied to the political process of serving the public. Acknowledging this connection has led to a more sophisticated and realistic understanding of the discipline.

NODIA

**182.** (B) Process, rather than just the institutions of government.
Modern administrative theory focuses on the complex interactions and methods used to manage public affairs rather than just the formal structures of the state. This perspective recognizes that achieving social goals involves collaboration between multiple actors, including the private sector and civil society. Instead of focusing solely on top-down hierarchies, the emphasis is on how these different groups work together through networks and partnerships. This approach values the quality of the interactions and the outcomes achieved over simple structural rules.

**183.** (D) Delivering mail to citizens.
Certain government units are established specifically to carry out the primary missions of the state and interact directly with the public. These departments have the power to command and are responsible for fulfilling a substantive goal, such as providing a public utility or maintaining communication services. Their work represents the core operational purpose of the bureaucracy. Distinguishing these from advisory or support units is fundamental for understanding how the state's main objectives are met through the direct action of its specialized operational agencies.

**184.** (A) Coordination
The success of any large organization depends on the ability to integrate the efforts of its various specialized units into a unified whole. This active process of harmonization ensures that different departments synchronize their timing and resources toward common goals. Without this integration, the division of work could lead to wasted effort and conflict. By synchronizing all individual and departmental activities, the management can ensure that the entire institution moves forward efficiently and that its objectives are successfully achieved.

**185.** (C) Delegation empowers employees, shows trust, and provides opportunities for growth.
Sharing authority with subordinates is a powerful tool for improving the professional environment and motivating staff. When junior employees are given real responsibility and the power to make choices, they feel valued and trusted by their superiors. This empowerment encourages them to take ownership of their work and provides a path for developing new skills. This positive impact on morale is a major benefit of spreading decision-making power throughout the organization, as it builds a more committed and capable workforce.

**186.** (D) All of the above.
The history of the discipline has moved through distinct intellectual stages, from the attempt to separate implementation from politics to the search for universal management rules. These rules were later challenged, leading to a more complex and modern understanding of the field. Today, the study of administration is characterized by an interdisciplinary approach that focuses on the broader impact of policies and the role of collaborative networks. This progression shows how the field has evolved to meet the changing needs of society.

**187.** (D) Right to freedom of association.
Civil servants have the professional and legal right to create formal groups that advocate for their shared interests and protect their professional welfare. These organizations provide a platform for collective bargaining and help ensure that the rights of the workforce are respected by the government. While they must maintain professional standards, this ability to organize is a fundamental part of their status as workers in a democratic system. Recognizing this right is essential for maintaining a fair and balanced relationship between the state and its employees.

**188.** (B) It can lead to slow communication, distortion of messages, and delays in action.
Organizations with too many vertical levels often struggle to share information quickly and accurately between the top and the bottom. As messages pass through multiple people, they can be misunderstood or changed, leading to confusion and errors. Additionally, requiring approval from many different managers for every decision creates significant delays that slow down the entire organization. Maintaining a simpler and flatter structure can help improve the flow of communication and ensure that the bureaucracy remains responsive and efficient.

**189.** (C) Statement I is true, but Statement II is false.
Developing a skilled workforce involves various methods, such as teaching employees while they perform their actual professional duties. This hands-on approach is a highly effective way for staff to gain practical experience and expertise. However, moving an individual to a higher position of authority within the hierarchy is a form of career advancement rather than a type of instructional program. While promotions reward professional growth, they are the result of performance rather than the method used to teach the necessary skills.

**190.** (D) Deconcentration, delegation, and devolution.
Moving authority away from a central point can take several different forms within a government structure. It can involve moving technical staff to local offices, sharing decision-making powers with subordinates, or completely transferring authority to independent regional bodies. All these methods aim to make the administration more flexible and responsive to local needs. By spreading power throughout the country, the government can reduce delays and utilize specialized local knowledge, leading to a more effective and democratic system of public service.

**191.** (A) All of the above.
Public administration is the primary instrument for providing the essential services that people rely on for a safe and productive life. This includes everything from maintaining order and managing public health and education to building the infrastructure that supports the economy. Without an efficient bureaucracy to carry out these tasks, the quality of life for citizens would decline significantly. The field's importance is measured by its success in delivering these services and ensuring that the needs of society are met effectively.

**192.** (B) It is primarily based on personal charisma.
In a formal bureaucracy, the right to give orders is tied to the official rank and office held by an individual rather than their personal qualities.

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This right is recognized as legitimate by all members because it is grounded in the institution's rules and hierarchy. It flows vertically from the top down and is accepted by subordinates as a necessary part of the organization. Unlike personal influence, which comes from charm or expertise, this concept is an institutionalized power that exists independently of the person.

**193.** (B) All of the above.
Contemporary administrative study has expanded to address a wide range of modern challenges, including ethical behavior in public service and the impact of international trends. The discipline now emphasizes comparing different national systems and finding new ways to measure and improve the performance of government agencies. This broad and sophisticated approach reflects the growing complexity of governing in an interconnected world. By exploring all these diverse topics, the field seeks to find new solutions for improving the quality and integrity of public management.

**194.** (A) Ministerial Responsibility
In a democratic government, the elected political leaders who head departments are answerable to the legislature for everything that happens under their authority. This means that if a civil servant makes a mistake, it is the minister who must publicly explain and defend the situation. This arrangement protects the professional officials from personal political attacks and allows them to work behind the scenes. By taking this responsibility, the minister ensures that the bureaucracy remains an impartial and invisible instrument of the state's will.

**195.** (C) The manager may lose effective control and supervision over subordinates.
If a single supervisor manages too many people, they cannot give enough attention to each person's work or solve problems quickly. This can lead to a loss of oversight and a decline in the overall quality of performance within the unit. To maintain efficiency, the number of direct reports must be limited so that the manager can provide adequate guidance and monitor the team effectively. Finding this balance is essential for ensuring that every employee is properly managed and that goals are achieved.

**196.** (D) Recruitment
Personnel management begins with the continuous process of finding and attracting qualified individuals to join the organization for future job openings. This involves advertising positions, screening applicants, and building a group of potential candidates with the necessary skills and talent. A systematic approach to this function ensures that the agency has the workforce it needs to fulfill its missions. By focusing on merit and professional standards, the organization can build a capable and diverse team ready to meet the challenges of public service.

**197.** (D) All of the above.
The transition from a state-only model to a more collaborative approach recognizes that managing public affairs involves multiple actors from different sectors. In this modern view, the government acts as a facilitator and manager of networks rather than the sole provider of all services. Achieving social goals requires building partnerships with private businesses and civil society groups and focusing on long-term outcomes and accountability. This inclusive method values consensus and shared responsibility, reflecting a more complex and modern way of guiding society through collaborative efforts.

**198.** (B) Scope
Understanding the boundaries of the discipline involves deciding whether to focus only on the activities of the executive branch or to include all parts of the government. This debate addresses the breadth of the field and what specific topics and practices it should cover. By defining these boundaries, scholars and professionals can clarify the identity of the discipline and focus their efforts on improving the management of public affairs. A clear definition of what is included helps determine the research and professional practice of the field.

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**199.** (A) Both A and R are true and R is the correct explanation of A.
Every large organization must find a balance between keeping power at the top and spreading it throughout the institution. Complete concentration of authority ensures uniform standards but can lead to slow decision-making and a lack of local flexibility.

Conversely, spreading power too far can cause a loss of control and inconsistent policies. Most professional bureaucracies use a combination of both approaches, centralizing important strategic choices for consistency while allowing for local action on routine matters to ensure speed and responsiveness to citizen needs.

**200.** (B) P-4, Q-3, R-1, S-2
The development of the discipline has been shaped by the contributions of various scholars who focused on different aspects of management and organization. Some sought to apply scientific rules to improve output, while others advocated for the separation of implementation from politics. Additionally, some theorists highlighted the importance of making choices as the core activity of administration or developed summaries of essential management principles. Recognizing these different intellectual perspectives is vital for understanding how administrative thought has evolved over time to address government challenges.

**201.** (C) Division of work
Complex operations are managed more effectively when they are partitioned into smaller, specialized tasks assigned to different individuals. This foundational principle allows workers to focus on a narrow area, leading to the development of deep expertise and high levels of skill. By separating labor in this way, an organization can maximize its total productivity and improve the quality of its output. This systematic approach is the necessary starting point for building any professional and efficient bureaucratic structure that relies on specialized technical expertise and knowledge.

**202.** (A) Influencing others towards a goal.
Guiding a group requires the ability to inspire and motivate individuals to commit their efforts to achieving shared objectives. This function goes beyond simply giving orders; it involves building trust, communicating a clear vision, and encouraging cooperation among members of the team. True leadership occurs when people follow a guide not just because of their formal rank, but because they believe in the direction being taken. This human element of management is crucial for building a dedicated and high-performing workforce within any institution.

**203.** (D) Delegation
Professional bureaucracies function through a systematic arrangement of levels and the sharing of authority among different positions within the hierarchy. This process involves superiors transferring specific powers to subordinates so that work can be completed efficiently throughout the entire organization. By spreading decision-making power in this way, the bureaucracy can handle large workloads and ensure that tasks are performed by people with the necessary expertise. This mechanism is a foundational feature of any structured and rational administrative system that manages public or private affairs.

**204.** (B) A simple, mechanistic view to a complex, systemic view.
The history of the discipline shows a transition from a focus on rigid rules and the separation of policy from implementation toward a more sophisticated and inclusive understanding. This newer perspective recognizes that managing public affairs involves collaborative networks of diverse actors and that administration is inherently connected to values and politics. Instead of looking at the organization as a simple machine, it is now seen as a complex and dynamic system that must adapt to changing social and global challenges to be effective.

**205.** (C) Decision-making
The core activity of any administrator is the process of identifying various possible paths and selecting the most appropriate one to solve a problem. This cognitive function requires analyzing different alternatives and their potential impacts before committing the organization's resources. It occurs at every level of the structure, from daily routine tasks to long-term strategic planning. Successfully making these choices is what allows the organization to achieve its goals and respond effectively to the challenges of managing public affairs and delivering services.

**206.** (B) 1, 2 and 3 only
Spreading authority throughout an organization provides many benefits, such as faster decision-making and improved morale among lower-level managers. It also allows policies to be better adapted to the specific needs of local communities. However, this approach can sometimes lead to inconsistencies in how rules are applied across

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different regions. Effective management involves finding a balance that utilizes the advantages of local flexibility while maintaining enough central control to ensure that core standards are followed consistently throughout the entire institution.

**207.** (A) Expertise and advisory role
Certain units in an organization are designed specifically to provide specialized knowledge and support rather than direct command over operations. These agencies influence the institution through the quality of the information and recommendations they provide to the top executives. They do not have the legal power to issue orders to the departments responsible for the state's primary missions. Instead, they serve as a consultative body that helps leaders make better-informed choices by providing expert analysis and strategic guidance based on professional expertise.

**208.** (B) Both Statement I and Statement II are false.
Administrative theory has moved beyond old ideas about the strict separation of policy from implementation and a state-only model of management. Modern perspectives recognize that implementation and values are deeply connected and that achieving social goals requires collaboration with the private sector and civil society. Instead of focusing solely on formal state hierarchies, the focus is now on collaborative networks and partnerships. These changes reflect a more sophisticated and realistic understanding of how public affairs are managed in a complex world.

**209.** (B) Service conditions
The professional relationship between an individual and their public employer is defined by a comprehensive set of rules and regulations. These provisions cover everything from work hours and pay to benefits like leave, health insurance, and retirement plans. Having clear and fair guidelines for these areas is essential for building a stable and motivated workforce. These rules ensure that all employees understand their rights and duties and are treated consistently according to established standards throughout their entire career in the service.

**210.** (A) To achieve unity of effort towards a common objective.
For an organization to be successful, all its different units and members must work together in a harmonious and synchronized manner. This active process of integration ensures that the specialized tasks of various departments are aligned and do not conflict with each other. By synchronizing all individual efforts toward shared goals, the management can maximize the organization's efficiency and ensure that its mission is achieved. This unification of diverse activities is the essence of effective management and organizational performance.

**211.** (D) All of the above.
The number of subordinates a manager can effectively supervise depends on several factors, including the complexity of the work and the skill of both the supervisor and the staff. Additionally, modern technology and the physical location of the employees can influence how easy it is to monitor performance and share information. Effective organizational design must account for all these variables to ensure that supervisors can provide adequate guidance without losing control. Finding the right balance is essential for maintaining high levels of efficiency and leadership.

**212.** (C) Evolution
The history of any academic field involves tracking how its core ideas and practices have changed and developed over time. In public administration, this includes exploring the different intellectual stages the discipline has moved through, from early theories about the separation of policy and implementation to modern concepts of governance and collaborative networks. Understanding this historical progression is vital for grasping the current status of the field and how it has adapted to the changing social and political needs of different eras.

**213.** (C) Frustration and inability to perform duties
In an effective organizational structure, the right to make choices must match the tasks an individual is expected to complete. If a person is given responsibility for a project but lacks the power to manage resources or give orders, they will be unable to achieve their goals successfully. This lack of balance often leads to stress and

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failure, as the employee is held answerable for outcomes they cannot control. Ensuring that every member has the necessary authority for their duties is essential for organizational performance.

**214.** (B) Ensure that the administration serves the state, not just the government of the day.
Maintaining a stable and professional bureaucracy requires officials to serve the public interest and uphold the law regardless of which political party is in power. This principle ensures that civil servants do not become involved in partisan politics and can provide objective expertise to any elected leader with equal loyalty. By remaining impartial, the administration provides a reliable machinery that carries out state policies consistently. This professional standards are the hallmark of an integer and reliable public service in any democratic society.

**215.** (A) Both A and R are true and R is the correct explanation of A.
Sharing authority with subordinates requires the clear transmission of information about what needs to be done and the specific powers being granted. When these instructions are ambiguous, it leads to confusion and a failure to achieve the desired results. Conversely, providing clear goals and a defined scope of authority ensures that staff members understand their roles and can act with confidence. Effective communication is the foundational requirement for successful empowerment and ensures that the organization functions smoothly at all levels.

**216.** (A) Governance paradigm.
When a government partners with the private sector and non-profit groups to deliver services, it demonstrates a move away from traditional state-only management. This collaborative approach recognizes that multiple actors can contribute resources and expertise to solve public problems. Instead of relying solely on top-down hierarchies, the focus is on managing networks and building partnerships to achieve social goals. This shift reflects a more modern and inclusive way of guiding society through consensus and shared responsibility among various sectors of the community.

**217.** (C) Provide a common service required by other line and staff departments.
Certain government units are established specifically to handle routine internal tasks that every department needs to function, such as printing or building maintenance. These agencies do not directly carry out the primary missions of the state, but instead provide support to the units that do. By centralizing these common housekeeping duties, the government can achieve efficiency and consistency across different organizations. These auxiliary roles are essential for the smooth operation of the entire bureaucracy and allow other units to focus on their missions.

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**218.** (A) Training (specifically, induction or orientation)
When a new recruit joins a department, they must be introduced to the organization's culture, rules, and their specific professional duties. This initial phase of development helps the individual adapt quickly and understand what is expected of them in their new role. By providing this foundation, the agency ensures that new staff members can begin their work with clarity and confidence. This process is a vital part of personnel management that helps build a committed and effective workforce from the very beginning of their career.

**219.** (D) Hierarchy
The vertical arrangement of positions in an organization creates a structure where authority flows from the top down through a series of connected levels. This design ensures that every member knows who their immediate superior and subordinates are, providing a clear path for information and commands. This graded system is essential for maintaining order, ensuring accountability, and synchronizing the efforts of many people toward common objectives. It is the foundational framework for building any professional and structured bureaucratic system that manages public or private affairs.

**220.** (B) To ensure complete decentralization.
The success of any organization depends on the continuous exchange of information among its members to coordinate activities and transmit instructions. Communication also plays a vital role in building morale and motivating the

workforce toward shared goals. While sharing authority can be facilitated by information flow, the primary purpose of exchanging data is to ensure that the institution functions as a unified whole. Effective channels for sharing ideas and feedback are essential for solving problems and maintaining high levels of efficiency and cooperation.

**221.** (B) Not universally applicable and were more like proverbs.
Early attempts to establish fixed scientific rules for administration were eventually criticized by scholars who realized that government management is too complex for simple formulas. They argued that many of the so-called universal principles were actually contradictory or depended too much on the specific social and political context. This challenge moved the discipline away from simple mechanistic models and toward a more sophisticated and realistic understanding of how bureaucracies function. It highlighted that effective management requires adapting to changing situations rather than following rigid rules.

**222.** (D) Span of Control - The number of subordinates one can effectively supervise.
Organizational design involves various concepts that define how structures are built and managed. One key principle addresses the cognitive limits of human supervision and the need to find an optimal number of direct reports for each manager. Other concepts describe the graded arrangement of levels or the rule that every employee should have a single boss. Understanding these terms is essential for analyzing how authority and communication are organized and ensuring that the bureaucracy remains efficient and that every member is properly overseen.

**223.** (A) Transcend national boundaries.
Global integration has expanded the focus of the discipline to include complex issues that affect multiple countries, such as environmental protection and international security. Administrators must now understand the impact of global trends and cooperate with foreign governments and international organizations to solve shared problems. This broader perspective means that national policies are increasingly influenced by international standards and agreements. Modern public management requires a global outlook to function effectively in a world where domestic and international issues are deeply and permanently interconnected.

**224.** (B) It provides a logical basis for recruitment, compensation, and promotion.
Modern personnel management relies on organizing positions into categories based on their actual professional duties rather than the individual person holding the job. This systematic approach ensures that salary scales are fair and that there are clear standards for hiring and career advancement. By using these objective criteria, an organization can maintain high standards of efficiency and treat all employees consistently across different departments. This foundational practice is essential for building a rational and professional workforce that follows recognized organizational rules.

**225.** (B) Charismatic leadership
Guiding an organization can involve more than just the official power granted by a specific rank. Some individuals inspire their followers through exceptional personal qualities, a compelling vision, and the ability to build trust. This type of influence is based on the leader's personality and character rather than just their place in the hierarchy. While formal authority is important, these personal traits can be highly effective for motivating a workforce and driving significant change within any institution, whether in the public or private sector.

**226.** (A) Line agencies achieve the primary objectives, while Staff advises and Auxiliary serves them.
Government organizations function through a combination of units with distinct roles. Some departments are directly responsible for the state's primary missions, while others provide specialized advice to the leadership. Additionally, some units handle routine internal tasks like maintenance that are common to all agencies. This interaction between operational, advisory, and support functions ensures that the bureaucracy can fulfill its substantive duties while maintaining high levels of efficiency. Recognizing these different roles is vital for understanding how a complex administrative system operates as a whole.

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**227.** (C) Laissez-faire state
The importance of government management is highest in countries where the state plays an active role in providing social services and driving economic development. In systems where the government has minimal responsibilities and leaves most activities to the private market, the role of administrators is significantly reduced. As countries move toward more comprehensive welfare models, the administrative machinery becomes more complex and central to daily life. Therefore, the significance of the discipline is closely linked to the broader goals and functions of the state.

**228.** (A) Both Statement I and Statement II are true.
Organizational dynamics are shaped by the difference between having the actual capacity to influence behavior and having the legal right to command. While any individual can affect others through personal expertise or charisma, only some hold a position with a right to command that is recognized as officially sanctioned and legitimate. Both elements are present in professional settings, but only one is grounded in the formal rules and hierarchy of the institution. Understanding this distinction is vital for analyzing how decisions are really made.

**229.** (C) Networks and partnerships
Modern administrative theory has shifted away from a state-only, vertical model toward a more inclusive approach that involves collaborative interactions between diverse actors. This perspective recognizes that achieving public goals requires building relationships between the government, private businesses, and civil society groups. Instead of relying solely on top-down commands, the focus is on managing these networks and leveraging shared resources. This pluralistic view reflects a more flexible and modern way of guiding society through consensus and shared responsibility among various stakeholders.

**230.** (A) P-3, Q-2, R-1, S-4
The intellectual history of the discipline is marked by several key intellectual transitions, such as the attempt to separate implementation from politics and the search for universal management rules. Other phases include the questioning of these rules and the emergence of models focused on collaborative networks and non-state actors. Recognizing these different theoretical frameworks is vital for understanding how administrative thought has evolved over time. These changes reflect how the field has adapted its core assumptions and methods to meet changing societal needs.

**231.** (D) Delegation
In complex organizations, senior officials must share their decision-making powers with subordinates to ensure that work is completed efficiently at all levels. This transfer of authority allows junior staff to handle specific tasks within their area of expertise. However, the original supervisor remains legally answerable for the overall success of the operation. This mechanism is vital for empowering employees and ensuring that the organization can react quickly to routine problems without overburdening the top executive with every single choice.

**232.** (A) Trade Union
Civil servants often create formal groups to advocate for their collective interests regarding pay, working hours, and conditions. These organizations provide a unified voice for the workforce when negotiating with the government and help protect workers from arbitrary treatment. While maintaining professional standards is important, the primary focus of these groups is the welfare and legal protection of their members. This collective action is a recognized aspect of modern personnel management that helps balance the power between the state and its workers.

**233.** (C) Matrix organization with functional and project managers.
The traditional rule that every employee should have a single supervisor is often challenged by modern organizational structures that require individuals to report to multiple bosses. In these complex environments, a worker might receive instructions from both a department head and a project leader, which can lead to confusion and conflicting demands. Balancing the need for diverse expertise with the requirement for a clear chain of command is a major challenge. Such structures value flexibility and specialization over maintaining a strict vertical hierarchy.

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**234.** (A) The Age of Philosophical Discovery
The history of the discipline is marked by distinct intellectual paradigms, such as the attempt to separate implementation from politics and the search for scientific principles of administration. Other major phases include the questioning of those principles and the later shift toward a focus on public policy. These stages show how the field has developed its own identity and methods over time. However, there has never been a major stage in the discipline's evolution recognized by scholars as an era of pure philosophical discovery.

**235.** (D) Formulating the five-year national economic plan.
Monitoring the daily tasks of staff members involves providing guidance, correcting mistakes, and ensuring that instructions are followed correctly. This role is focused on the direct oversight of a team to ensure that its specific objectives are met efficiently. While these managers play a vital part in operational success, high-level strategic activities like national economic planning are handled by specialized units at the top of the government. Direct oversight is about translating broad goals into completed tasks rather than making macro-level policies.

**236.** (A) 1, 2, 3 and 4 only
Public management is a dynamic field that combines scientific rules with the creative use of professional judgment. It is concerned with both the substantive goals of the state and the technical methods used to achieve them, always operating within a political environment. This discipline is fundamentally different from private management because of its unique accountability and focus on the public interest. Far from being static, the field is constantly evolving to address new social challenges and incorporate insights from various other academic areas.

**237.** (C) Classification
Organizing positions into logical groups based on their actual professional duties is a fundamental requirement for fair and efficient personnel management. This system provides a clear basis for setting consistent salary scales and establishing the qualifications needed for different roles. By using these objective criteria, an organization can maintain high standards of efficiency and treat all employees consistently across different departments. This foundational practice is essential for building a rational and professional workforce that follows recognized rules and maintains high levels of institutional order.

**238.** (A) Both A and R are true and R is the correct explanation of A.
Effective organizational communication can often be disrupted by various factors that distort the intended message. These include physical obstacles in the environment or the use of specialized language that the receiver does not understand. When these barriers are present, information cannot be transmitted accurately, leading to confusion and errors. Managers must be aware of these potential disruptions and work to ensure that their messages are clear and understood correctly by all staff members to maintain coordination and efficiency.

**239.** (A) Commensurate authority
In a professional hierarchy, the right to make choices must match the specific tasks that an individual is expected to complete. If a person is given responsibility for an outcome but lacks the power to manage resources or issue orders, they will be unable to succeed. Conversely, having power without being answerable leads to potential misuse. Therefore, effective management requires a symmetry where every member has the necessary authority to fulfill their specific obligations. This balance is fundamental for ensuring accountability and performance.

**240.** (B) A greater emphasis on collaborative and network-based public service.
Modern administrative theory has transitioned toward a more inclusive approach that involves multiple actors and collaborative networks. This move recognizes that complex social problems require the involvement of the state, the private sector, and civil society together. Instead of relying solely on top-down commands, the focus is now on managing these partnerships and building consensus to achieve public goals. This pluralistic view emphasizes outcomes and shared responsibility over rigid adherence to traditional bureaucratic hierarchies and unilateral state-centric control of all public services.

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**241.** (B) The person with the longest service record gets the job.
Moving an employee to a higher position of authority can be based on several different criteria within the personnel system. One common method is to prioritize those who have been with the organization for the greatest amount of time. This approach rewards institutional loyalty and experience, providing a predictable path for career advancement. While other methods might focus on competitive examinations or performance reviews, this traditional system values the depth of knowledge gained through long-term service in the public bureaucracy and the hierarchy.

**242.** (A) Hierarchy (Scalar Chain)
Standard organizational structure requires information and authority to flow through a vertical chain of command from one level to the next. However, strictly following this path can sometimes lead to unnecessary delays in urgent situations. To solve this problem, some models allow for a horizontal shortcut between employees at the same level in different departments, provided their superiors are informed. This controlled exception aims to speed up communication and coordination without undermining the basic order and authority of the vertical system of command.

**243.** (C) Provide expert advice and support that line managers may lack.
Certain units in an organization are established specifically to provide specialized knowledge and assistance to the leadership. These agencies do not have the power to command the departments responsible for the state's primary missions. Instead, they influence the institution through the quality of the information and recommendations they provide. Their role is to help operational managers make better-informed choices on complex issues by providing expert analysis and strategic guidance. This support function is essential for bringing professional standards to the bureaucracy.

**244.** (D) Coordination
Managing complex public programs often requires different specialized government departments to work together toward a shared objective. To ensure success, these units must synchronize their efforts and share information to avoid duplicating work or acting at cross-purposes. This active process of integration is essential for achieving large-scale social goals that fall under the responsibility of multiple agencies. By synchronizing the timing and direction of all individual efforts, the management can ensure that the entire organization functions efficiently and achieves its objectives.

**245.** (C) Imposing a penalty or taking corrective action.
Maintaining professional standards in an organization requires a systematic process for addressing behavior that violates the rules. After an initial investigation and an opportunity for the employee to respond, the management must make a final choice about how to rectify the situation. This could involve formal warnings or more serious consequences depending on the nature of the misconduct. This final stage ensures that all members are held answerable for their conduct and that the integrity and order of the public service are protected.

**246.** (C) It strengthens the concept of the nation-state as a closed system.
Global integration has significantly changed the environment in which public organizations operate, creating new challenges and opportunities for cooperation. Governments are increasingly required to address complex issues that cross national borders and to adopt international standards of transparency. This trend encourages agencies to compare their performance with other nations and adopt best practices from around the world. Far from isolating countries, this process makes national administrative systems more open and interconnected, requiring new strategies to manage the impact of global trends on domestic policy.

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**247.** (D) Transactional or bureaucratic leadership
Some managers guide their teams by relying heavily on established rules, procedures, and the formal authority granted by their position in the hierarchy. This style of guidance focuses on maintaining order and ensuring that tasks are performed exactly as specified in the official guidelines. While it provides consistency and clarity, it may lack the visionary and inspiring qualities that drive major organizational change.

This approach values stability and adherence to established norms above all else, making it a common feature of large and traditional bureaucracies.

**248.** (A) Scope
Summarizing the essential activities of management involves identifying the specific topics and practices that the discipline covers. This includes everything from planning and organizing to staffing and budgeting within an administrative structure. By defining these core functions, scholars can outline the breadth of the field and what is included within its study and practice. This comprehensive focus ensures that all necessary management tasks are addressed to achieve the substantive goals of the state efficiently. It provides a foundational framework for the discipline.

**249.** (A) 2, 3, 4, 1
The intellectual history of the discipline has moved through distinct intellectual paradigms, starting with the attempt to separate implementation from politics. This was followed by a period where scholars sought to discover scientific rules for administration. Later, the focus shifted toward the broader impact of public policy and the role of collaborative networks. This progression shows how administrative thought has evolved over time to address the changing needs of society and the growing complexity of governing in an interconnected world.

**250.** (A) Unique political accountability, legal constraints, and service motives.
Administration in the state sector is defined by its focus on serving the entire society within a strict legal framework rather than pursuing private profit. These organizations are answerable to the public and must maintain high levels of transparency and impartiality. This unique environment distinguishes the field from private management, where the primary goal is financial success. Every action taken by public agencies is expected to contribute to the welfare of the people and uphold the democratic values of the nation.

**251.** (B) The management of governmental affairs and policy implementation.
Public administration primarily focuses on the systematic execution of government policies and the efficient management of public affairs. It serves as the bridge between political decision-making and the delivery of services to citizens. This discipline translates the will of the state into tangible actions, ensuring that societal needs are met through organized governmental efforts.

**252.** (A) An art and a science.
This field is characterized as both an art and a science due to its multifaceted nature. It is considered an art because it relies on personal skills, intuition, and leadership to solve human problems. Simultaneously, it is a science because it involves the systematic study of organizational principles and the testing of administrative hypotheses.

**253.** (C) It has expanded from core state functions to cover most aspects of modern life.
The reach of administrative activities has grown significantly from its historical focus on maintaining law and order. Today, it encompasses a wide range of social and economic sectors, including welfare, healthcare, and environmental protection. This expansion reflects the increasing complexity of modern society and the growing role of government in improving citizen well-being.

**254.** (D) It serves as the main mechanism for fulfilling governmental obligations.
Administrative bodies act as the primary instrument for turning political commitments into reality. While politicians make promises to the electorate, the bureaucracy is responsible for the actual implementation of these pledges. Through effective management and resource allocation, public administration ensures that the government fulfills its legal and ethical obligations to the entire citizenry.

**255.** (C) The achievement of national development and social justice.
The importance of a competent administrative system is found in its ability to drive national progress and promote equitable outcomes. It provides the necessary framework for implementing development projects and

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upholding social justice. Without an ethical and efficient administration, the state cannot effectively improve the lives of its people or maintain social stability.

**256.** (B) A functional separation between policy formulation and policy execution.
This classical concept proposes a distinct boundary between the political process of deciding goals and the administrative task of implementing them. It suggests that while political leaders define the state's will through policy, administrators should focus on technical execution. This separation was intended to protect administrative efficiency from the potentially disruptive influence of partisan political pressures.

**257.** (D) Value judgments and decision-making on societal goals.
Traditionally, the political sphere is defined by the process of debating values and making broad decisions regarding the direction of society. It involves the formulation of policies that express the will of the state based on competing public interests. This domain is inherently subjective and focused on establishing the high-level goals that the administration will carry out.

**258.** (A) It was instrumental in establishing Public Administration as an independent field of study.
The assertion of a clear distinction between politics and administration played a vital role in the discipline's development. By defining a unique set of technical and managerial tasks separate from political science, it allowed public administration to emerge as a distinct academic area. This autonomy fostered the creation of specialized theories and methods focused purely on administrative efficiency.

**259.** (C) It recognizes an intricate interplay between politics and administration, moving beyond the rigid dichotomy.
Modern administrative thought has evolved to acknowledge that the strict separation of politics and management is often unrealistic in practice. Current perspectives highlight the complex interaction between these two spheres, noting that administrators often influence policy and politics affects implementation. This move beyond a rigid dichotomy provides a more nuanced understanding of how modern governments actually function.

**260.** (A) Neutral and technically focused on implementation.
Under the traditional model of separation, administrative work is viewed as a technical and value-neutral activity. Officials are expected to implement policies with efficiency and economy, regardless of their personal views or political changes. The focus is entirely on the mechanical execution of tasks rather than the subjective process of making policy choices or determining societal values.

**261.** (D) It has forced a shift from domestic policy views to collaborative, international approaches.
The increasing interconnectedness of the world has required public administrators to look beyond national borders when addressing complex issues. Challenges like climate change and global health crises cannot be solved by a single state acting alone. Consequently, administration has become more international, requiring collaboration with various global actors and the adoption of cross-border policy frameworks.

**262.** (B) 'Government' is hierarchical and state-centric, while 'Governance' is networked and multi-actor.
The shift from government to governance represents a move from traditional top-down authority to a more inclusive, networked approach. While government relies on formal state institutions and hierarchical control, governance involves a wide range of actors from the private sector and civil society. This collaborative model emphasizes shared decision-making and partnerships rather than centralized command and control.

**263.** (C) Facilitator and partner in multi-actor networks.
In the modern governance framework, the role of public officials has transformed from being the sole provider of services to acting as a coordinator. They must now facilitate cooperation among diverse stakeholders, including businesses and non-profit organizations. This requires skills in negotiation and network management to achieve public goals through complex, multi-actor arrangements and collaborative partnerships.

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**264.** (D) Climate change.
Global challenges like environmental degradation and climate change significantly impact how public administration functions today. These issues transcend national boundaries and require administrators to develop international strategies and cooperative agreements. Addressing such problems necessitates a shift from purely local or national management to a more integrated, global perspective that recognizes the interlinked nature of modern societies.

**265.** (A) Negotiation and network management.
The governance model prioritizes the use of collaborative methods to steer society toward common objectives. Instead of relying on direct hierarchical control, it emphasizes the importance of building relationships and managing networks of different organizations. Negotiation becomes a key tool for aligning the interests of various public, private, and social actors involved in the delivery of public services.

**266.** (B) To enhance proficiency and output through specialization.
Breaking down complex organizational tasks into smaller, specialized roles allows individual employees to become highly proficient in specific areas. This specialization increases the speed and accuracy of work, which ultimately leads to higher overall productivity for the organization. By focusing on narrow functions, workers can master their duties, reducing errors and optimizing the use of human resources.

**267.** (B) Scalar principle.
The principle of hierarchy is frequently referred to as the scalar principle within organizational theory. It describes a graded chain of authority that links every position in the organization from the top executive to the bottom. This vertical structure ensures that there is a clear and continuous line of command, which is essential for maintaining order and facilitating communication.

**268.** (A) To establish a formal structure of authority and reporting relationships.
Hierarchy serves to create a structured environment where authority is clearly defined and distributed across different levels. It establishes the formal reporting relationships, clarifying who is responsible for supervising others and who is accountable to whom. This arrangement is vital for organized decision-making and ensures that instructions can be effectively transmitted throughout the entire organizational chain.

**269.** (C) Counteract the potential chaos caused by the division of work.
While dividing work into specialized tasks improves efficiency, it can also lead to fragmentation and conflict between different units. Coordination is the essential process that brings these separate efforts together, ensuring they are synchronized toward a common goal. It acts as a unifying force that prevents the confusion and redundancy that would otherwise result from excessive specialization.

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**270.** (D) Coordination is required to unify the specialized tasks created by the division of work.
These two principles are complementary and must work in balance for an organization to succeed. Division of work creates the necessary specialization for efficiency, while coordination provides the mechanism to integrate these diverse activities. Without effective coordination, the benefits of specialization would be lost in a lack of unity, making it impossible to achieve the organization's primary objectives.

**271.** (C) That an employee should receive orders from and be accountable to one superior only.
This principle dictates that every subordinate should have only one direct supervisor to whom they are responsible. Receiving instructions from multiple bosses can lead to confusion, conflicting priorities, and a lack of accountability. By ensuring a single line of command, an organization maintains better discipline and provides employees with clear guidance on their duties and performance expectations.

**272.** (B) Number of subordinates a manager can effectively supervise.
Span of control refers to the specific number of employees that a single manager can oversee directly and efficiently. There is no universal number for an ideal span, as it depends on the complexity of the work and the capabilities of both the manager and the staff. Managing

too many or too few subordinates can impact organizational effectiveness and communication.

**273.** (D) Authority is the formal right to command, while power is the broader ability to influence.
Authority is strictly linked to a formal position within an organization, giving a person the legal right to make decisions and give orders. Power is a much broader concept that relates to an individual's personal ability to influence others' behavior, which may exist outside of their formal rank. While authority is granted by the organization, power is often earned.

**274.** (A) Confusion and conflicting instructions for an employee.
When the principle of having a single supervisor is ignored, employees are likely to face contradictory orders from different managers. This situation creates significant confusion regarding which tasks to prioritize and can lead to a breakdown in organizational discipline. Such conflicts diminish morale and efficiency, as the subordinate struggles to satisfy multiple authorities with potentially differing goals or methods.

**275.** (C) Commensurate with each other.
For an organization to function effectively, the level of authority granted to an individual must match the level of responsibility they are expected to carry. If someone has responsibility without sufficient authority, they cannot successfully complete their tasks. Conversely, having authority without responsibility can lead to the misuse of power, making this balance essential for professional accountability and performance.

**276.** (A) The process of entrusting a subordinate with authority for specific tasks.
Delegation involves a manager sharing their authority with a subordinate to perform certain duties or make specific decisions. This process is essential for organizational efficiency, as it allows senior leaders to focus on high-level strategic planning while developing the skills of their staff. It empowers employees and speeds up operational workflows by pushing decision-making closer to the point of action.

**277.** (D) The concentration of decision-making authority at higher management levels.
Centralization is a structural approach where most significant decisions and control are kept at the top of the hierarchy. In such systems, lower-level employees have limited autonomy and must seek approval from senior management for most actions. This policy ensures a high degree of uniformity and control across the organization but can sometimes slow down response times to local issues.

**278.** (B) The systematic dispersal of decision-making power to lower organizational levels.
Decentralization refers to the practice of distributing authority throughout various levels of an organization rather than keeping it concentrated at the top. This approach encourages initiative at the operational level and allows for more flexible and responsive decision-making. By empowering local managers, the organization can better adapt to diverse environments while improving the overall speed and quality of public services.

**279.** (C) The superior who delegates authority often retains ultimate responsibility.
Even when a manager delegates the authority to perform a task to a subordinate, they remain fundamentally accountable for the final outcome. Responsibility is not something that can be fully transferred away; the superior must still ensure that the work is completed correctly and meets organizational standards. This dual accountability ensures that the delegation process includes proper oversight and quality control.

**280.** (D) Strategic factors like organizational size and policy uniformity.
The decision to centralize or decentralize is not fixed but depends on various strategic considerations unique to each organization. Larger organizations may benefit from decentralization to manage complexity, while a need for strict policy consistency might favor centralization. Other factors include the competence of staff and the geographical spread of operations, requiring a tailored approach to organizational design.

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**281.** (A) Line agencies.
Line agencies are the core units of an organization that directly carry out the primary tasks and achieve the main goals for which the entity exists. They are responsible for the actual delivery of services to the public, such as education or national defense. Because they perform the substantive work of the organization, they possess the direct authority to manage operations.

**282.** (B) To provide specialized advice, research, and counsel.
Staff agencies serve an advisory role, supporting the chief executive and line managers with specialized knowledge and expert guidance. They do not have the authority to issue direct commands to the operational units but instead focus on planning, research, and analysis. Their primary purpose is to provide the intellectual support necessary for informed decision-making and more effective organizational management.

**283.** (B) An Auxiliary agency.
Agencies that handle internal housekeeping tasks like the procurement of office supplies, maintenance, or accounting are classified as auxiliary agencies. While these functions are not the primary mission of the organization, they are essential for its continued operation. By managing these shared services, auxiliary units allow both line and staff agencies to concentrate fully on their specific core responsibilities.

**284.** (A) Line agencies perform primary functions, while Staff agencies provide expert advice.
The main distinction between these two types of agencies lies in their functional relationship to the organization's goals. Line agencies are directly involved in executing the substantive programs and services that define the organization's mission. Staff agencies, conversely, exist to provide the support, research, and expert counsel that help the line managers and the executive carry out those missions more effectively.

**285.** (C) Enable Line and Staff agencies to concentrate on their main duties.
Auxiliary agencies perform the cross-cutting support functions that every part of an organization needs to function, such as building maintenance or supply management. By centralizing these routine tasks, they relieve line and staff units from administrative burdens that are secondary to their main work. This specialization ensures that the entire organization operates smoothly without distracting core units from their primary objectives.

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**286.** (D) The ability to influence and motivate people towards organizational goals.
Leadership is the dynamic process of inspiring and guiding individuals or groups to work enthusiastically toward achieving common objectives. It goes beyond formal authority, focusing on the human ability to motivate others and build commitment to a shared vision. Effective leadership transforms organizational potential into actual results by fostering a collaborative and goal-oriented environment through strong interpersonal relationships.

**287.** (C) Supervision.
Supervision is a management activity focused on the direct oversight of subordinates' daily work to ensure it aligns with established standards and schedules. It involves providing specific instructions, guidance, and control at the operational level. Supervisors are responsible for checking the quality and progress of work, making it a critical function for maintaining efficiency and achieving immediate organizational targets.

**288.** (B) Process of selecting a course of action from alternatives.
This core managerial process involves evaluating various options and choosing the most appropriate course of action to achieve a specific goal. Decision-making occurs at every level of an organization, ranging from high-level strategic choices to daily routine tasks. It is a cognitive activity that requires assessing information and potential outcomes to ensure that organizational resources are used effectively.

**289.** (D) Communication.
Communication is often described as the nervous system of an organization because it facilitates the flow of information and understanding between all its parts. It is vital for coordinating activities, making informed decisions, and maintaining employee morale. Without effective communication channels, an organization cannot function as a unified whole, as the

transmission of instructions and feedback would be completely disrupted.

**290.** (A) It is fundamentally about human relationships and can be informal.
A key aspect of leadership highlighted in the text is that it is rooted in human interaction rather than just formal rank. While a manager may have authority, true leadership can emerge from anyone who can influence and motivate others. This informal nature of leadership allows it to exist at all levels of an organization, driven by the quality of interpersonal relationships and trust.

**291.** (C) To acquire, develop, and maintain a competent workforce.
The primary aim of personnel administration is to manage human resources in a way that ensures the organization has a skilled and motivated staff. This involves the complete lifecycle of employment, from the initial recruitment and selection to ongoing development and retention strategies. By focusing on building human capital, personnel administration helps the organization achieve its long-term goals and operational success.

**292.** (A) Classification.
Classification is the systematic process of organizing various job positions into groups based on the similarity of their duties and responsibilities. This ensures that jobs requiring similar skills and effort are treated equally within the organization. A proper classification system provides a logical framework for determining fair pay scales, establishing career progression paths, and identifying the specific qualifications needed for recruitment.

**293.** (D) To attract a pool of qualified applicants for vacancies.
Recruitment is the strategic process of finding and attracting a diverse group of potential candidates for open positions within an organization. Its goal is to create a strong talent pool from which the most suitable individuals can be selected for specific roles. Effective recruitment ensures that the organization has access to the skills and expertise required to meet its current and future needs.

**294.** (B) Provide employees with job-related knowledge and skills.
Training is a purposeful effort to enhance an employee's performance by providing them with specific skills and knowledge related to their current or future roles. It aims to improve individual effectiveness, which in turn boosts overall organizational productivity. Through continuous learning opportunities, training helps staff adapt to new challenges and technologies, ensuring the workforce remains capable and competitive in a changing environment.

**295.** (C) Forms the basis for equitable pay and career structures.
Position classification is a fundamental step in personnel management because it creates the structure necessary for fair and transparent human resource policies. By grouping similar roles together, the organization can establish consistent compensation levels and clear advancement opportunities for its employees. This systematic approach promotes internal equity and provides a roadmap for career development, which is essential for employee motivation and retention.

**296.** (D) Serve the government of the day impartially.
The principle of neutrality requires public officials to perform their duties without being influenced by their personal political views or affiliations. They must provide objective advice and implement the policies of whichever political party is in power with the same level of professionalism. This impartiality is crucial for maintaining public trust and ensuring the continuity of government administration across different administrations.

**297.** (A) Ministers are publicly accountable, while civil servants work in the background.
Anonymity means that civil servants generally operate behind the scenes, away from the public eye and political debate. It is the elected ministers who take public responsibility and credit for policy decisions and their outcomes in the legislature and media. This convention protects administrators from political controversy and allows them to provide frank, confidential advice to their political superiors.

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**298.** (B) It serves as a mechanism for career advancement and motivation.
Promotion is a vital tool for rewarding high-performing employees by moving them to positions of greater responsibility and higher pay. It provides a clear incentive for staff to improve their skills and maintain high levels of productivity. By offering a path for career growth, an organization can retain its most talented individuals and ensure that leadership roles are filled by experienced internal candidates.

**299.** (B) To represent employee interests regarding service conditions and welfare.
Professional associations and unions play a key role in representing the collective interests of employees in their dealings with management. They negotiate for better working conditions, fair compensation, and improved welfare benefits for their members. These organizations provide a platform for employees to voice their concerns and protect their rights, ensuring a more balanced and equitable relationship between the workforce and the administration.

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**300.** (A) Procedures for ensuring adherence to rules and taking corrective action.
Discipline in the public service refers to the formal system used to ensure that all employees follow the organization's rules, standards, and ethical codes. It involves established procedures for investigating misconduct and applying corrective measures when necessary. The goal of a disciplinary system is to maintain order, professionalism, and integrity within the workforce, ensuring that all staff members behave correctly.

# CHAPTER 02
# Administrative Thought

**1.** Who among the following is considered a major proponent of the Oriental approach to public administration?
(A) Sun Tzu
(B) Kautilya
(C) Confucius
(D) Manu

**2.** In the context of ancient administrative thought, 'Matsyanyaya' refers to a state of:
(A) Anarchy where the bigger fish devours the smaller fish.
(B) Law and order where the strong protect the weak.
(C) Economic prosperity through trade and commerce.
(D) A political system governed by an assembly of elders.

**3.** Which of the following statements correctly reflects the Kautilyan view on governance?
(A) The king should be a despotic ruler with absolute, unchecked power.
(B) The state should prioritize spiritual goals over material well-being.
(C) The happiness of the king lies in the happiness of his subjects.
(D) Administration should be completely decentralized with no central authority.

**4.** A government implements policies focused on promoting agriculture, cattle-rearing, and trade to ensure economic self-sufficiency. This aligns with which of the Kautilyan branches of knowledge?
(A) Anvikshaki (Philosophy)
(B) Trayi (The three Vedas)
(C) Dandaniti (Science of government)
(D) Varta (Economics)

**5.** Match List I with List II regarding administrative concepts.
List I: (Concepts)
P. Janapada
Q. Durga
R. Kosha
S. Mitra
List II: (Meanings)
1. Treasury
2. Ally/Friend
3. The territory and the people
4. The Fort
(A) P-3, Q-4, R-1, S-2
(B) P-4, Q-3, R-2, S-1
(C) P-3, Q-1, R-4, S-2
(D) P-1, Q-2, R-3, S-4

**6.** Which of the following is NOT one of the seven constituent elements (Saptanga) of the state as described by Kautilya?
(A) Swami (The Sovereign)
(B) Purohita (The Priest)
(C) Amatya (The Minister)
(D) Danda (The Army/Coercive Power)

**7.** Consider the following statements regarding Kautilyan administrative thought:
**Statement I :** Kautilya advocated for a highly centralized administrative structure with the king at the apex.
**Statement II :** He emphasized the importance of an extensive espionage system for state security and administrative control.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**8.** Who is widely regarded as the 'Father of Scientific Management'?
(A) F. W. Taylor
(B) Henri Fayol
(C) Max Weber
(D) Elton Mayo

**9.** The following question consists of two statements, one labeled as Assertion (A) and the

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other as Reason (R). Select the correct answer from the options given below:

**Assertion (A) :** F. W. Taylor called for a 'Mental Revolution' between management and workers.

**Reason (R) :** The Mental Revolution aimed to shift the focus from the division of surplus to increasing the size of the surplus, fostering mutual trust and cooperation.

(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**10.** Which of the following statements about Scientific Management is incorrect?
(A) It emphasizes the importance of social and psychological factors at work.
(B) It advocates for the 'one best way' of doing a task.
(C) It promotes a differential piece-rate system for payment.
(D) It separates the planning of work from its execution.

**11.** In the context of Scientific Management, what does 'Functional Foremanship' mean?
(A) A management structure based on a strict military-style hierarchy.
(B) A single foreman responsible for all functions related to a group of workers.
(C) A process of promoting foremen based on their functional expertise.
(D) A system where each worker is supervised by multiple specialist foremen.

**12.** Consider the following statements related to Scientific Management:
1. It introduced time and motion studies to standardize work.
2. It was primarily concerned with management at the top level of the organization.
3. It viewed the worker primarily as an economic man motivated by monetary incentives.
4. It sought to replace rule-of-thumb methods with scientifically-based work methods.

Which of the statements given above are correct?
(A) 1, 2 and 3
(B) 1, 3 and 4
(C) 2 and 4 only
(D) 1 and 2 only

**13.** What is the most appropriate description of the 'first-class man' according to Taylor?
(A) A worker who is highly educated, creative, and capable of independent projects.
(B) A worker who is a member of a strong trade union and active in bargaining.
(C) A worker who is physically and mentally suited for a specific job and follows instructions.
(D) A worker who shows leadership potential and can be promoted to the highest management.

**14.** Analyze the relationship between the following cause and effect statements:
(A) Cause is a direct effect of the Effect.
(B) Cause and Effect are unrelated phenomena.
(C) Both Cause and Effect are consequences of another common cause.
(D) Effect is a direct consequence of the Cause.

**15.** Henri Fayol is most associated with which school of thought?
(A) Administrative Management or General Management Theory
(B) Scientific Management
(C) Human Relations School
(D) Behavioural School

**16.** How many principles of management were outlined by Henri Fayol?
(A) 10
(B) 14
(C) 12
(D) 16

**17.** Which of the following pairs is correctly matched regarding administrative principles?
(A) Unity of Direction - One employee should receive orders from one superior only.
(B) Esprit de corps - Union is strength; promoting team spirit.
(C) Scalar Chain - A place for everything and everything in its place.
(D) Equity - All materials and people should be treated equally without exception.

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**18.** Arrange the following administrative thinkers in chronological order of their major contributions:
1. F. W. Taylor
2. Max Weber
3. Kautilya
4. Herbert Simon

Choose the correct option from the codes given below:
(A) 3, 1, 2, 4
(B) 1, 2, 3, 4
(C) 3, 2, 1, 4
(D) 2, 1, 4, 3

**19.** Which of the following is NOT one of the five functions of management identified by Fayol?
(A) Planning
(B) Organizing
(C) Motivating
(D) Coordinating

**20.** Consider the following statements about administrative theory:
**Statement I :** Fayol's principles are presented as flexible and capable of adaptation, not as rigid rules.
**Statement II :** Unlike Taylor who focused on the shop-floor level, Fayol's focus was on the functions of top-level management.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**21.** Identify the correct statements regarding the contributions of Henri Fayol:
1. He introduced the concept of 'Gangplank' to allow for faster communication.
2. He believed administrative ability was a natural talent that could not be taught.
3. He divided all industrial activities into six groups: Technical, Commercial, Financial, Security, Accounting, and Managerial.
4. He argued for the strict separation of powers between different departments.
5. His work emphasized the importance of managerial training.

Which of the statements given above are correct?
(A) 1, 2, and 4
(B) 2, 3, and 5
(C) 1, 3, and 5
(D) 1, 4, and 5

**22.** In the context of administrative theory, the concept of 'Gangplank' is an exception to which principle?
(A) Unity of Command
(B) Scalar Chain
(C) Division of Work
(D) Centralization

**23.** A key difference between the approaches of Taylor and Fayol is that:
(A) Taylor based his findings on practical experience, while Fayol emphasized theoretical frameworks.
(B) Taylor focused on individual task efficiency, while Fayol focused on general management.
(C) Taylor prioritized production output, while Fayol highlighted human relations and unity.
(D) Taylor used a bottom-up shop floor approach, while Fayol used a top-down administrative one.

**24.** Max Weber's concept of 'Bureaucracy' is described as an:
(A) Ideal Type
(B) Empirical model
(C) Dysfunctional model
(D) Informal structure

**25.** The following question consists of two statements, one labeled as Assertion (A) and the other as Reason (R). Select the correct answer from the options given below:
**Assertion (A) :** According to Max Weber, bureaucracy is the most technically efficient form of organization.
**Reason (R) :** Its efficiency stems from its characteristics like precision, speed, impersonality, and reduction of friction and costs.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**26.** What is the basis of 'legal-rational' authority as described by Max Weber?

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(A) A belief in the legality of enacted rules and the right of those in authority to issue commands.
(B) The sanctity of age-old traditions and customs.
(C) The exceptional and charismatic qualities of a leader.
(D) The inherited status or position of an individual.

**27.** Which of the following is NOT a characteristic of the ideal-type bureaucracy?
(A) A clear hierarchy of authority.
(B) A system of abstract rules.
(C) Impersonal application of rules.
(D) Overlapping jurisdictions to ensure flexibility.

**28.** Match List I with List II regarding types of authority.
List I: (Types of Authority)
P. Traditional Authority
Q. Charismatic Authority
R. Legal-Rational Authority
S. Patrimonialism
List II: (Basis of Legitimacy)
1. Devotion to the exceptional sanctity, heroism or exemplary character of a person.
2. Belief in the legality of rules and the right of those elevated to authority under such rules.
3. An established belief in the sanctity of immemorial traditions.
4. A form of traditional authority where officials are personal retainers of the ruler.
(A) P-1, Q-3, R-2, S-4
(B) P-3, Q-1, R-2, S-4
(C) P-3, Q-1, R-4, S-2
(D) P-2, Q-4, R-1, S-3

**29.** Which of the following statements about bureaucracy is correct?
(A) It encourages emotional involvement to foster creativity.
(B) Officials are elected by the people they serve.
(C) Employment in the bureaucracy is based on technical qualifications and constitutes a career.
(D) The system is designed to be temporary and adaptable to political changes.

**30.** A civil service system where recruitment is based on competitive examinations and promotion is based on seniority or merit is an application of which concept?
(A) Charismatic Authority
(B) Traditional Authority
(C) Patrimonial Bureaucracy
(D) Legal-Rational Authority

**31.** The acronym 'POSDCORB', summarizing the functions of an executive, was coined by:
(A) Luther Gulick and Lyndall Urwick
(B) Henri Fayol and Max Weber
(C) F. W. Taylor and Frank Gilbreth
(D) Chester Barnard and Herbert Simon

**32.** Consider the elements of POSDCORB as identified in administrative theory:
1. Planning
2. Organizing
3. Staffing
4. Directing
Which of the statements given above are part of the acronym?
(A) 1 and 2 only
(B) 1, 3 and 4
(C) 2 and 4 only
(D) 1, 2, 3 and 4

**33.** In the context of administrative principles, what does 'Span of Control' refer to?
(A) The geographical area under an administrator's jurisdiction.
(B) The number of subordinates a superior can effectively supervise.
(C) The total number of employees in an organization.
(D) The lifecycle of an administrative policy.

**34.** Which of the following statements about the classical school of administrative thought is incorrect?
(A) It originated the 'zone of indifference' concept.
(B) It includes major contributions from Luther Gulick and Lyndall Urwick.
(C) It emphasized structural aspects of organization over human factors.
(D) It argued that there are universal principles of administration applicable to any organization.

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**35.** Consider the following statements regarding classical administrative thought:
**Statement I :** Luther Gulick identified ten principles of organization.
**Statement II :** Lyndall Urwick integrated the ideas of Fayol and Taylor into a synthesized theory.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**36.** The Hawthorne Experiments, which led to the development of the Human Relations school, were conducted under the leadership of:
(A) Chester Barnard
(B) Herbert Simon
(C) Abraham Maslow
(D) Elton Mayo

**37.** The following question consists of two statements, one labeled as Assertion (A) and the other as Reason (R). Select the correct answer from the options given below:
**Assertion (A) :** The studies showed social factors determined output more than physical working conditions.
**Reason (R) :** The experiments revealed that workers' output increased when they felt they were receiving special attention, a phenomenon termed the 'Hawthorne Effect'.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**38.** Which of the following is the most appropriate conclusion of the Human Relations school?
(A) Organizations are primarily technical systems requiring scientific engineering.
(B) An organization is a social system, and the worker is a 'social man'.
(C) Economic incentives are the single most important motivator for workers.
(D) Authority must be centralized for maximum efficiency.

**39.** Which of the following statements correctly represents a finding from the Hawthorne experiments?
(A) Strict supervision and control lead to the highest levels of worker output.
(B) Changes in illumination levels were solely responsible for changes in productivity.
(C) Workers are isolated individuals who do not interact with their peers.
(D) Informal groups within an organization have a significant influence on the attitudes and productivity of workers.

**40.** The Hawthorne Experiments consisted of several phases. Consider the following statements about them:
1. The Illumination Experiments sought a relationship between lighting and productivity.
2. The Relay Assembly Test Room studies observed a small group of women in a separate room.
3. The Mass Interviewing Program revealed the importance of personal feelings.
4. The Bank Wiring Observation Room study highlighted informal group norms that restricted output.
5. The experiments proved that Scientific Management principles were the only path to efficiency.

Which of the above statement(s) are correct?
(A) 1, 2, 3, and 5
(B) 1, 2, 3, and 4
(C) 2, 4, and 5 only
(D) 1, 3, and 4 only

**41.** Analyze the relationship between the following observation and conclusion:
(A) Observation is an effect of the Conclusion.
(B) Observation and Conclusion are unrelated.
(C) Conclusion is a direct result drawn from the Observation.
(D) Both are effects of poor physical working conditions.

**42.** Mary Parker Follett described power as 'power-with' rather than 'power-over'. What does 'power-with' signify?
(A) A co-active power, where power is developed and shared jointly.
(B) Coercive power exercised by a superior over

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a subordinate.
(C) The power derived from one's formal position in the hierarchy.
(D) The power to influence others through charismatic appeal.

**43.** A manager facing a conflict facilitator a discussion where both parties explore the issue and arrive at a novel solution that satisfies the needs of both. This approach exemplifies which concept?
(A) Domination
(B) Compromise
(C) Coercion
(D) Integration

**44.** Match List I with List II regarding administrative concepts.
List I: (Concepts)
P. Constructive Conflict
Q. The Law of the Situation
R. Integration
S. Circular Response
List II: (Descriptions)
1. A win-win solution where the desires of all parties are met.
2. The idea that a person should take orders from the situation, not from a person.
3. The reciprocal influence individuals have on each other in an interaction.
4. The idea that conflict can be a positive force for innovation.
(A) P-4, Q-2, R-1, S-3
(B) P-3, Q-1, R-4, S-2
(C) P-4, Q-3, R-2, S-1
(D) P-1, Q-2, R-3, S-4

**45.** Which of the following is NOT a concept associated with Mary Parker Follett?
(A) The importance of group dynamics.
(B) The concept of leadership as a function, not a formal position.
(C) The superiority of 'power-over' to maintain discipline.
(D) The principle of 'integration' as a way to resolve conflict.

**46.** Consider the following statements regarding administrative thought:
**Statement I :** Orders should be depersonalized by uniting all concerned in a study of the situation.
**Statement II :** Coordination is the most important principle of organization, achievable through direct contact and continuous process.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**47.** The primary focus on the essential functions of an executive, such as maintaining a system of communication and formulating organizational purpose, is associated with:
(A) Chester Barnard
(B) Herbert Simon
(C) Dwight Waldo
(D) Peter Drucker

**48.** Consider the following functions of an executive:
1. To provide a system of communication.
2. To secure essential services from individuals.
3. To formulate organizational purpose and objectives.
4. To maximize short-term profit for shareholders.
Which of the statements given above are identified as essential functions by Chester Barnard?
(A) 1 and 2 only
(B) 2, 3 and 4
(C) 1, 2 and 3
(D) 1 and 4 only

**49.** What is the 'Acceptance Theory of Authority'?
(A) Authority is fixed in the hierarchy and must be followed to maintain order.
(B) Authority is only valid when the subordinate accepts the instruction as being legitimate.
(C) Authority flows strictly from the top down and requires unquestioned compliance from everyone.
(D) Authority is based solely on the personal charm and exceptional qualities of the leader.

**50.** Which of the following statements about Chester Barnard's thought is incorrect?
(A) He argued that executives should focus solely on formal structures and ignore informal groups.

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(B) He defined a formal organization as a system of consciously coordinated activities.
(C) He introduced the concept of the 'informal organization' and its importance.
(D) He proposed the concept of a 'zone of indifference' for the acceptance of orders.

**51.** The concept of 'bounded rationality' in decision-making is central to the work of which thinker?
(A) Chester Barnard
(B) F. W. Taylor
(C) Herbert Simon
(D) Max Weber

**52.** The following question consists of two statements, one labeled as Assertion (A) and the other as Reason (R). Select the correct answer from the options given below:
**Assertion (A) :** Herbert Simon criticized the classical principles of administration as 'proverbs'.
**Reason (R) :** He argued that these principles were inconsistent and often occurred in mutually incompatible pairs.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**53.** According to Herbert Simon, 'satisficing' refers to the tendency of decision-makers to:
(A) Select the single best possible solution after an exhaustive search for alternatives.
(B) Delay making a decision until all uncertainty is removed from the organizational environment.
(C) Choose the first alternative that meets a minimum level of adequacy or is 'good enough'.
(D) Delegate the decision to a subordinate to avoid responsibility for potential failure.

**54.** What is the most appropriate description of Herbert Simon's main contribution to administrative thought?
(A) He refined the principles of classical management theory.
(B) He introduced decision-making as the central focus for the study of administration.
(C) He was the founder of the Human Relations movement.
(D) He developed the theory of motivation based on a hierarchy of needs.

**55.** Consider the following statements regarding administrative behavior:
**Statement I :** Administrative science should concern itself only with factual premises (fact-value dichotomy).
**Statement II :** A truly rational 'economic man' who maximizes utility is a realistic model for administrative behavior.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**56.** Arrange the following schools of thought in the chronological order of their emergence:
1. Human Relations School
2. Behaviouralism
3. Scientific Management
4. New Public Service

Choose the correct option from the codes given below:
(A) 3, 1, 2, 4
(B) 1, 3, 2, 4
(C) 3, 2, 1, 4
(D) 2, 1, 3, 4

**57.** Which of the following statements correctly describes a concept from decision-making theory?
(A) Programmed decisions are those that are novel, unstructured, and consequential.
(B) Administrative man 'maximizes' while economic man 'satisfices'.
(C) The decision-making process involves three phases: intelligence, design, and choice.
(D) Non-programmed decisions deal with routine and repetitive problems.

**58.** A city manager needs to decide on a location for a new facility. The decision involves complex factors with no clear optimal solution. The manager's decision-making process will most likely be characterized by:
(A) Bounded rationality and satisficing
(B) Perfect rationality

(C) Programmed decision-making
(D) The logic of appropriateness only

**59.** Who proposed the 'Hierarchy of Needs' theory of motivation?
(A) Fredrick Herzberg
(B) Douglas McGregor
(C) Chris Argyris
(D) Abraham Maslow

**60.** Consider the following statements regarding the Hierarchy of Needs theory:
1. The needs are arranged in a hierarchical order from lowest to highest.
2. A satisfied need ceases to be a motivator of behavior.
3. The highest level of need is 'Self-Actualization'.
4. Security or Safety needs come after Esteem needs in the hierarchy.
5. The theory suggests all individuals are motivated by the same need at the same time.

Which of the statements given above are correct?
(A) 1, 2, and 3
(B) 2, 3, and 5
(C) 1, 4, and 5
(D) 1, 2, and 4

**61.** In motivation theory, what do 'Esteem Needs' refer to?
(A) The need for food, water, and shelter.
(B) The need for security and protection from harm.
(C) The need for self-respect, achievement, recognition, and status.
(D) The need for friendship, affection, and a sense of belonging.

**62.** An employee with a secure job and good relationships seeks a role offering personal growth and self-fulfillment. According to Maslow, this employee is primarily driven by:
(A) Physiological needs
(B) Safety needs
(C) Social needs
(D) Self-Actualization needs

**63.** The 'Two-Factor Theory' of motivation, distinguishing between 'Motivators' and 'Hygiene Factors', was proposed by:
(A) Fredrick Herzberg
(B) Abraham Maslow
(C) Rensis Likert
(D) Douglas McGregor

**64.** Match List I with List II regarding motivation and management theories.
List I: (Factor or Theory)
P. Hygiene Factor
Q. Motivator
R. Self-Actualization Need
S. Theory X Assumption
List II: (Characteristic or Example)
1. The average human being has an inherent dislike of work.
2. The desire to become what one is capable of becoming.
3. Salary and company policies.
4. Recognition and responsibility.
(A) P-3, Q-4, R-2, S-1
(B) P-4, Q-3, R-1, S-2
(C) P-3, Q-2, R-4, S-1
(D) P-1, Q-2, R-3, S-4

**65.** According to Fredrick Herzberg, which of the following statements is incorrect?
(A) The opposite of satisfaction is no satisfaction, not dissatisfaction.
(B) Improving hygiene factors like salary will lead to strong and long-term motivation.
(C) Hygiene factors, when adequate, produce a state of no dissatisfaction.
(D) Motivators are intrinsic to the job, such as achievement and growth.

**66.** Consider the following statements regarding the Two-Factor Theory:
**Statement I :** Hygiene factors are related to the job context and prevent dissatisfaction.
**Statement II :** Motivator factors are related to job content and lead to satisfaction.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**67.** What are 'Theory X' and 'Theory Y'?
(A) Two different types of organizational structures.
(B) Two factors that determine job satisfaction.

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(C) Two contrasting sets of assumptions about human nature and work.
(D) Two approaches to public policy analysis.

**68.** The following question consists of two statements, one labeled as Assertion (A) and the other as Reason (R). Select the correct answer from the options given below:
**Assertion (A) :** A manager who follows Theory Y is likely to adopt a participative and decentralized management style.
**Reason (R) :** Theory Y assumes that employees are inherently lazy and dislike work.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**69.** Which of the following is a core assumption of Theory Y?
(A) The average person prefers to be directed and wishes to avoid responsibility.
(B) The capacity for creativity is narrowly distributed in the population.
(C) The expenditure of physical and mental effort in work is as natural as play or rest.
(D) Most people must be threatened with punishment to put forth adequate effort.

**70.** A manager believes that her team is creative, self-directed, and seeks responsibility, giving them significant autonomy. This behavior is consistent with:
(A) Theory X
(B) Theory Y
(C) Scientific Management
(D) Weberian bureaucracy

**71.** Who is known for the 'Immaturity-Maturity Theory' of personality?
(A) Rensis Likert
(B) Chris Argyris
(C) Abraham Maslow
(D) Fredrick Herzberg

**72.** Consider the following concepts:
1. The incongruence between the needs of a mature personality and the demands of a formal organization.
2. The concept of 'single-loop' and 'double-loop' learning.
3. The development of T-groups (Training Groups).
4. The idea of a 'linking pin' function in organizations.

Which of the concepts given above are correctly associated with Chris Argyris?
(A) 1 and 4 only
(B) 2 and 3 only
(C) 1, 2 and 3
(D) 2, 3 and 4

**73.** In administrative terminology, what is 'double-loop learning'?
(A) Correcting errors by changing behavior without questioning underlying assumptions.
(B) A learning method based purely on trial and error.
(C) A process of questioning and modifying the underlying norms, policies, and objectives.
(D) The process of formal classroom training for employees.

**74.** According to Chris Argyris, what is the most significant problem with traditional formal organizations?
(A) They create conditions of dependency and submissiveness, which conflict with the needs of mature adults.
(B) They are not profitable enough.
(C) They lack clear rules and regulations.
(D) They are too decentralized and lack control.

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**75.** Rensis Likert is known for identifying four systems of management. What is the name of this model?
(A) The Managerial Grid
(B) The Hierarchy of Needs
(C) The Two-Factor Theory
(D) The Four Systems of Management

**76.** Match List I with List II regarding Likert's Management Systems.
List I: (Systems)
P. System 1: Exploitative Authoritative
Q. System 2: Benevolent Authoritative
R. System 3: Consultative
S. System 4: Participative Group
List II: (Characteristics)

1. Substantial but not complete trust in subordinates; some involvement in decision-making.
2. Complete trust and confidence; decision-making is widespread and well-integrated.
3. Uses fear and threats; communication is downward; no trust.
4. Uses rewards; communication is mostly downward; master-servant relationship.

(A) P-3, Q-4, R-1, S-2
(B) P-4, Q-3, R-2, S-1
(C) P-3, Q-1, R-4, S-2
(D) P-1, Q-2, R-3, S-4

**77.** Which of the following statements correctly describes Rensis Likert's view?
(A) He found that System 1 was the most productive in the long run.
(B) Organizational structure has no impact on employee morale.
(C) He advocated for System 4 (Participative Group) as the ideal and most effective system.
(D) He introduced 'functional foremanship' to supervise group work.

**78.** A manager regularly holds team meetings, fosters open communication, and encourages group goal-setting. According to Likert's model, this manager is operating under:
(A) System 1
(B) System 2
(C) System 3
(D) System 4

**79.** Dwight Waldo is associated with which of the following?
(A) Post-World War II debate on the politics-administration dichotomy.
(B) Development of POSDCORB.
(C) Hawthorne Experiments.
(D) Formulation of Scientific Management principles.

**80.** The following question consists of two statements, one labeled as Assertion (A) and the other as Reason (R). Select the correct answer from the options given below:
**Assertion (A) :** Public administration is inherently a political process.
**Reason (R) :** Administrative decisions are laden with values and are not merely neutral, technical implementations of policy.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**81.** Which statement best summarizes the perspective that public administration is a field of political theory and social philosophy?
(A) Public administration should be a value-free science focused on efficiency.
(B) Public administration must be understood within its political and social context.
(C) The primary goal of public administration is to serve the needs of the business community.
(D) The classical principles of administration are timeless and universally applicable.

**82.** What is the primary focus of Ferrel Heady's work in public administration?
(A) The field of comparative public administration.
(B) The study of motivation in organizations.
(C) The history of administrative thought in the United States.
(D) The application of postmodernism to public organizations.

**83.** A scholar analyzing the civil service systems of different countries to understand how they are shaped by their political and economic contexts follows the intellectual tradition of:
(A) F. W. Taylor
(B) Chester Barnard
(C) Ferrel Heady
(D) Peter Drucker

**84.** Identify the correct statements related to the work of Ferrel Heady:
1. He is a leading scholar in comparative public administration.
2. He developed models for comparing administrative systems based on political regimes.
3. He argued administrative systems are embedded in their ecological setting.
4. His focus was on developing universal

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principles of management applicable everywhere.
5. He was a key organizer of the first Minnowbrook Conference.

Which of the statements given above are correct?
(A) 1, 2, and 3
(B) 2, 4, and 5
(C) 1, 3, and 5
(D) 1, 2, and 4

**85.** Robert Golembiewski is known particularly for his contributions to:
(A) The classical theory of organization.
(B) The concept of bureaucracy as an ideal type.
(C) The fields of Organization Development (OD) and the human side of organization.
(D) Comparative analysis of developing countries.

**86.** What is the most appropriate description of Robert Golembiewski's contribution?
(A) He emphasized the "three phases of growth" of Public Administration as a discipline.
(B) He critiqued bureaucracy from a humanistic and democratic perspective, advocating for more organic structures.
(C) He is known for the concept of 'Management by Objectives' (MBO).
(D) He pioneered the use of case studies in public administration education.

**87.** The concept of 'Management by Objectives' (MBO) is most famously associated with:
(A) Dwight Waldo
(B) Robert Golembiewski
(C) Ferrel Heady
(D) Peter Drucker

**88.** Arrange the following administrative thinkers in the chronological order of their most influential contributions:
1. Chester Barnard
2. Dwight Waldo
3. Peter Drucker
4. Herbert Simon

Choose the correct option from the codes given below:
(A) 1, 4, 2, 3
(B) 1, 2, 4, 3
(C) 4, 1, 2, 3
(D) 2, 1, 4, 3

**89.** An organization improves performance by having managers and employees jointly set goals, which are then used for performance evaluation. This is an application of:
(A) Weber's bureaucratic principles
(B) Taylor's functional foremanship
(C) Management by Objectives (MBO)
(D) Likert's System 4

**90.** Consider the following statements regarding administrative thought:
**Statement I :** The 'knowledge worker' is of central importance in modern society.
**Statement II :** Management practices from the business sector are largely applicable to public administration.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**91.** The first Minnowbrook Conference (1968) is most associated with the emergence of:
(A) The New Public Management (NPM)
(B) Postmodern Public Administration
(C) The Classical Theory
(D) The New Public Administration (NPA)

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**92.** Consider the following themes of the New Public Administration:
1. Relevance
2. Values
3. Social Equity
4. Strict adherence to the politics-administration dichotomy

Which of the statements given above are correct?
(A) 1 and 4 only
(B) 2 and 3 only
(C) 1, 2 and 3
(D) 2, 3 and 4

**93.** Which of the following statements about the Minnowbrook II Conference (1988) is correct?
(A) It rejected all themes of social equity.
(B) It took place in a context of government cutbacks and the rise of managerialism.
(C) It was primarily focused on developing a grand theory of public administration.
(D) It strongly reasserted activism as the sole focus for public administration.

**94.** What was the primary focus of the Minnowbrook III Conference (2008)?
(A) A retrospective look at the legacy of the first Minnowbrook Conference.
(B) A strong rejection of the New Public Service model.
(C) A call for a more scientific and value-neutral public administration.
(D) The challenges of globalization, technology, and networked governance.

**95.** The New Public Service (NPS) model primarily views citizens as:
(A) Owners of the government to whom public servants are responsible.
(B) Customers who consume government services.
(C) Subjects who must obey the state.
(D) Clients who need professional guidance.

**96.** Match List I with List II regarding principles of the New Public Service.
List I: (Principles)
P. Serve, rather than steer
Q. Seek the public interest
R. Value citizenship over entrepreneurship
S. Think strategically, act democratically
List II: (Core Ideas)
1. Public interest is a result of dialogue, not the aggregation of individual interests.
2. Public servants should help citizens articulate and meet their shared interests.
3. The focus is on building trust and collaboration with citizens.
4. Policies must be implemented through collective effort and respectful processes.
(A) P-1, Q-2, R-4, S-3
(B) P-2, Q-1, R-3, S-4
(C) P-3, Q-4, R-1, S-2
(D) P-4, Q-3, R-2, S-1

**97.** Which of the following is NOT a core principle of the New Public Service?
(A) Serve citizens, not customers.
(B) Prioritize market mechanisms and competition.
(C) Value people, not just productivity.
(D) Recognize that accountability isn't simple.

**98.** Consider the following statements regarding the New Public Service model:
**Statement I :** It draws heavily on theories of democratic citizenship and civil society.
**Statement II :** It represents a reaction against the market-based New Public Management.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

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**99.** Postmodernism in Public Administration is characterized by:
(A) A search for universal laws and grand theories of administration.
(B) An emphasis on hierarchy, order, and rationality.
(C) A skepticism towards grand narratives and a focus on deconstruction and local knowledge.
(D) The promotion of market-based solutions for all public problems.

**100.** The following question consists of two statements, one labeled as Assertion (A) and the other as Reason (R). Select the correct answer from the options given below:
**Assertion (A) :** Postmodernist thinkers are critical of the concept of a single, objective 'public interest'.
**Reason (R) :** They argue that 'public interest' is often a dominant narrative that suppresses other voices and that multiple publics exist with different interests.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**101.** In the context of Postmodern Public Administration, what does 'deconstruction' refer to?
(A) The physical demolition of government buildings.
(B) The analysis of texts and discourses to uncover hidden assumptions and power relations.
(C) The process of privatizing public services.
(D) The creation of a new, unified theory of administration.

**102.** Which of the following statements about Postmodernism in Public Administration is incorrect?
(A) It challenges the idea of the neutral, objective administrator.
(B) It values diverse and marginalized voices in policy-making.
(C) It seeks to establish a new, scientifically proven "one best way" to administrate.
(D) It promotes the use of narrative and storytelling as valid forms of knowledge.

**103.** The classical theory of administration is often criticized for being:
(A) Too focused on human emotions and informal groups.
(B) Lacking in principles and concrete recommendations.
(C) Too concerned with social equity and democratic values.
(D) Overly mechanistic and ignoring the human element in organizations.

**104.** Which administrative thinker is most closely associated with the concept of 'zone of indifference'?
(A) F. W. Taylor
(B) Max Weber
(C) Elton Mayo
(D) Chester Barnard

**105.** Consider the following statements comparing Taylor and Fayol:
1. Taylor's work focused on shop-floor management, while Fayol focused on top management.
2. Fayol's principles were presented as flexible, whereas Taylor sought the 'one best way'.
3. Both were considered part of the broader classical school of management.
4. Fayol is known as the father of Scientific Management.
5. Both placed significant emphasis on the psychological needs of workers.

Which of the statements given above are correct?
(A) 1, 2, and 3
(B) 2, 3, and 5
(C) 1, 4, and 5
(D) 1, 2, and 4

**106.** A manager breaking down tasks into simple components and training workers to perform them repetitively is applying the principles of:
(A) Elton Mayo
(B) F. W. Taylor
(C) Chris Argyris
(D) Mary Parker Follett

**107.** Which of the following is an example of 'Traditional Authority'?
(A) A newly elected Prime Minister.
(B) A revolutionary leader who inspires mass devotion.
(C) A monarch who inherits the throne.
(D) A bureaucrat appointed based on civil service exams.

**108.** Arrange the following thinkers based on the primary period of their influential contributions, from earliest to latest:
1. Dwight Waldo
2. Henri Fayol
3. Mary Parker Follett
4. Peter Drucker

Choose the correct option from the codes given below:
(A) 2, 3, 1, 4
(B) 3, 2, 1, 4
(C) 2, 1, 3, 4
(D) 1, 2, 3, 4

**109.** What is the meaning of the 'fact-value dichotomy' in decision-making theory?
(A) Decisions should be based only on facts and ignore all values.
(B) Factual statements are verifiable, while value statements are ethical preferences.
(C) Facts and values are inseparable and should always be considered together.
(D) A good decision is one that has high factual accuracy and high value content.

**110.** The 'Hawthorne Effect' refers to the finding that:
(A) Better lighting always leads to increased productivity.
(B) Workers' productivity can improve simply because they are being given special attention.
(C) Monetary incentives are the only effective motivators.

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(D) Informal group norms always support management's goals.

**111.** Match List I with List II regarding administrative thinkers and their key concepts.
List I: (Thinker)
P. Douglas McGregor
Q. Rensis Likert
R. Chris Argyris
S. Fredrick Herzberg
List II: (Concept)
1. Immaturity-Maturity Continuum
2. Two-Factor Theory
3. Theory X and Theory Y
4. System 4 Management
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-1, S-2
(C) P-3, Q-1, R-4, S-2
(D) P-4, Q-3, R-2, S-1

**112.** According to the hierarchy of needs theory, which need must be satisfied before an individual becomes concerned with 'social needs'?
(A) Self-actualization needs
(B) Esteem needs
(C) Safety needs
(D) Cognitive needs

**113.** The following question consists of two statements, one labeled as Assertion (A) and the other as Reason (R). Select the correct answer from the options given below:
**Assertion (A) :** The New Public Service (NPS) model advocates for public servants to 'serve, rather than steer'.
**Reason (R) :** NPS believes the role of government is to impose expertly-designed solutions upon society.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**114.** The term 'bureau-pathology' refers to the dysfunctional consequences of bureaucracy. Which of the following is NOT considered a bureau-pathology?
(A) Red tape
(B) Trained incapacity
(C) Goal displacement
(D) Impersonality leading to fairness

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**115.** Identify the correct statements regarding the Behavioural approach to administration:
1. It emphasizes the scientific study of human behavior in organizations.
2. It is a key proponent.
3. It rejected the classical principles as unscientific 'proverbs'.
4. It focused exclusively on formal structures.
Which of the statements given above are correct?
(A) 1, 2 and 3
(B) 2, 3 and 4
(C) 1 and 4 only
(D) 1, 2 and 4

**116.** In the Kautilyan tradition, 'Amatya' refers to:
(A) The king or sovereign
(B) The fortified city or capital
(C) The high-ranking ministers or officials
(D) The army

**117.** Consider the following statements regarding the classical school:
**Statement I :** Lyndall Urwick was a strong advocate for the universal applicability of administrative principles.
**Statement II :** Urwick and Luther Gulick are considered primary architects of this school.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**118.** Which administrative thinker introduced the concepts of 'compromise' and 'integration' as methods of conflict resolution?
(A) Mary Parker Follett
(B) Herbert Simon
(C) Chester Barnard
(D) Max Weber

**119.** Peter Drucker's emphasis on decentralization and innovation has been influential in the development of:
(A) The Human Relations School
(B) Postmodernism
(C) New Public Management (NPM)
(D) Scientific Management

**120.** Which approach to Public Administration places the most emphasis on 'discourse', 'narrative', and 'deconstruction'?
(A) Behaviouralism
(B) Postmodernism
(C) Organizational Humanism
(D) Classical Theory

**121.** What is the main argument of the 'Immaturity-Maturity' theory?
(A) As people mature, their needs align perfectly with traditional organizations.
(B) There is a conflict between the needs of a mature personality and traditional organizational structures.
(C) Only immature individuals are suitable for low-level jobs.
(D) Maturity is solely a function of age.

**122.** Which of the following is a 'hygiene factor' according to motivation theory?
(A) Responsibility
(B) Achievement
(C) Working Conditions
(D) Recognition

**123.** The 'Gangplank' concept is a mechanism to:
(A) Reinforce the scalar chain strictly.
(B) Punish workers who do not meet targets.
(C) Facilitate the functions of planning and organizing.
(D) Allow for horizontal communication, bypassing the long hierarchical route.

**124.** What is the core idea behind the concept of an 'ideal type' in bureaucratic theory?
(A) It is a perfect model that all organizations should strive for.
(B) It is an analytical construct used to highlight features for study.
(C) It describes the most common type of organization in society.
(D) It is a dysfunctional model showing how organizations fail.

**125.** Consider the following characteristics related to bureaucracy:
1. Selection of staff based on kinship.
2. A system of rules that ensures uniformity.
3. A clear division of labor and hierarchy.
4. Impersonal conduct of office.
5. Remuneration in the form of personal fiefs.

Which of the above are characteristics of the ideal-type bureaucracy?
(A) 1, 2, and 3
(B) 2, 3, and 4
(C) 3, 4, and 5
(D) 1, 4, and 5

**126.** A manager operating under Theory X assumptions would most likely:
(A) Delegate significant authority to subordinates.
(B) Use a participative decision-making style.
(C) Supervise employees closely and use tight controls.
(D) Assume employees seek self-fulfillment.

**127.** The first Minnowbrook Conference was a reaction against:
(A) The dominance of the human relations school.
(B) The perceived irrelevance and value-neutrality of public administration.
(C) The rise of postmodernist ideas.
(D) The over-emphasis on social equity.

**128.** The following question consists of two statements, one labeled as Assertion (A) and the other as Reason (R). Select the correct answer from the options given below:
**Assertion (A) :** Administrative decision-making is characterized by 'bounded rationality'.
**Reason (R) :** Administrators have complete knowledge of all alternatives and their consequences.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**129.** Who is considered a bridge between the classical and behavioural schools, emphasizing cooperative systems?
(A) Henri Fayol
(B) F. W. Taylor
(C) Chester Barnard
(D) Rensis Likert

**130.** "The Law of the Situation" is a concept given by:

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(A) Elton Mayo
(B) Mary Parker Follett
(C) Max Weber
(D) Luther Gulick

**131.** Match List I with List II regarding administrative thinkers and their associated works.
List I: (Thinker)
P. Herbert Simon
Q. Peter Drucker
R. Kautilya
S. Chester Barnard
List II: (Contribution/Focus)
1. Administrative Behavior
2. The Practice of Management
3. Arthashastra
4. The Functions of the Executive
(A) P-1, Q-2, R-3, S-4
(B) P-4, Q-1, R-2, S-3
(C) P-3, Q-2, R-1, S-4
(D) P-1, Q-4, R-2, S-3

**132.** Which management system is characterized by a master-servant trust level and motivation through rewards and some punishment?
(A) System 1 (Exploitative Authoritative)
(B) Benevolent Authoritative (System 2)
(C) System 3 (Consultative)
(D) System 4 (Participative Group)

**133.** The Oriental approach to administration differs from modern Western approaches primarily in its:
(A) Rejection of any form of hierarchy.
(B) Integration of ethics, politics, and administration within a monarchical framework.
(C) Emphasis on democratic participation.
(D) Focus on purely economic motives for state action.

**134.** Organization Development (OD) in the public sector primarily aims to:
(A) Increase hierarchical control and efficiency.
(B) Apply market principles to government agencies.
(C) Deconstruct administrative language.
(D) Enhance effectiveness through planned, collaborative interventions.

**135.** Consider the following statements describing the New Public Service perspective:
1. It draws inspiration from democratic theory.
2. It views the public interest as achieved through collective dialogue.
3. It considers public servants as entrepreneurs who should 'steer' society.
4. The primary role is to serve and empower citizens.
Which of the statements given above are correct?
(A) 1, 2 and 4
(B) 1, 2 and 3
(C) 2, 3 and 4
(D) 1, 3 and 4

**136.** The 'mental revolution' proposed by Taylor was intended to foster:
(A) Competition between workers.
(B) Cooperation and mutual interest between management and workers.
(C) Rebellion against management authority.
(D) Individualism and self-reliance.

**137.** Which thinker suggested that authority should stem from the 'Law of the Situation'?
(A) Max Weber
(B) Elton Mayo
(C) Mary Parker Follett
(D) Henri Fayol

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**138.** Arrange the following administrative milestones in chronological order:
1. Major contributions of Max Weber.
2. Commencement of Hawthorne Experiments.
3. First Minnowbrook Conference.
4. Publication of Henri Fayol's general management principles.
Choose the correct option from the codes given below:
(A) 4, 1, 2, 3
(B) 1, 4, 2, 3
(C) 4, 2, 1, 3
(D) 2, 4, 1, 3

**139.** According to motivation theory, which action by a manager would most likely increase job satisfaction?
(A) Increasing salary.
(B) Improving the quality of supervision.
(C) Giving the employee more responsibility

and recognition.
(D) Upgrading the office furniture.

**140.** The ecological approach to comparative public administration suggests that:
(A) All administrative systems are converging towards a single global model.
(B) Administrative systems are shaped by their social, economic, and political environments.
(C) The study of administration should focus only on internal dynamics.
(D) Bureaucracy is the most efficient form regardless of context.

**141.** The concept of the 'knowledge worker' is a central contribution of:
(A) Herbert Simon
(B) Peter Drucker
(C) Dwight Waldo
(D) Chris Argyris

**142.** A postmodern critique of a government policy document would most likely focus on:
(A) How efficiently the policy can be implemented.
(B) The cost-benefit analysis of the policy.
(C) The language used to see whose voices are included and excluded.
(D) The hierarchical chain of command.

**143.** Which of the following is NOT a principle of management given by Henri Fayol?
(A) Unity of Command
(B) Division of Work
(C) Esprit de Corps
(D) Bounded Rationality

**144.** What is the highest level in the hierarchy of needs?
(A) Esteem
(B) Safety
(C) Social
(D) Self-Actualization

**145.** Consider the following features of the Human Relations approach:
1. The organization is viewed as a social system.
2. Informal groups determine worker behavior.
3. Non-economic rewards are significant motivators.
4. Leadership should be democratic.
5. The 'economic man' is the central assumption.

Which of the statements given above are correct?
(A) 1, 2, 3, and 4
(B) 1, 2, and 5
(C) 2, 3, 4, and 5
(D) 1, 3, and 5

**146.** In the POSDCORB acronym, what does 'B' stand for?
(A) Bureaucracy
(B) Budgeting
(C) Behaviour
(D) Business

**147.** Consider the following statements regarding authority:
**Statement I :** Charismatic authority is unstable and tends to be 'routinized' over time.
**Statement II :** The administrative staff under charismatic authority consists of appointed bureaucratic officials.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**148.** The following question consists of two statements, one labeled as Assertion (A) and the other as Reason (R). Select the correct answer from the options given below:
**Assertion (A) :** Integration is an ideal method of resolving conflict.
**Reason (R) :** Integration involves one side winning and the other side losing.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**149.** The 'linking pin' model was developed by:
(A) Chris Argyris
(B) Douglas McGregor
(C) Rensis Likert
(D) Abraham Maslow

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**150.** Dwight Waldo is known for his critique of:
(A) Social equity.
(B) The politics-administration dichotomy and the quest for scientific principles.
(C) The human relations approach.
(D) The comparative administration movement.

**151.** Match List I with List II regarding administrative perspectives and their core focus.
List I: (Perspective)
P. Scientific Management
Q. New Public Service
R. Behaviouralism
S. Postmodernism
List II: (Core Focus)
1. Efficiency at the shop-floor level
2. Citizenship and democratic governance
3. Decision-making and bounded rationality
4. Deconstruction of grand narratives
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-1, S-2
(C) P-1, Q-3, R-4, S-2
(D) P-4, Q-1, R-2, S-3

**152.** Which of the following represents the 'S' in the POSDCORB acronym?
(A) Science
(B) Steering
(C) Staffing
(D) Supervising

**153.** A core tenet of the New Public Administration (NPA) movement was a commitment to:
(A) Value neutrality
(B) Social Equity
(C) Profit maximization
(D) Maintaining the status quo

**154.** What concept describes limits on human cognitive ability to process information for decision-making?
(A) Zone of Indifference
(B) Bounded Rationality
(C) Span of Control
(D) Groupthink

**155.** Consider the following thinkers associated with Organizational Humanism:
1. Chris Argyris
2. Rensis Likert
3. F. W. Taylor
4. Douglas McGregor
Which of the above statement(s) are correct?
(A) 1 and 2 only
(B) 1, 2 and 4
(C) 3 and 4 only
(D) 1, 2, 3 and 4

**156.** The idea that people's willingness to contribute efforts is essential to a cooperative system is a key tenet of:
(A) Scientific Management
(B) Human Relations
(C) Taylorism
(D) Strict Bureaucracy

**157.** What is the fundamental difference between motivators and hygiene factors?
(A) Motivators are related to job content, while hygiene factors are related to job context.
(B) Hygiene factors lead to satisfaction, while motivators prevent dissatisfaction.
(C) Motivators are financial, while hygiene factors are non-financial.
(D) Both refer to the same set of factors.

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**158.** The concept of 'constructive conflict' is associated with:
(A) Max Weber
(B) Mary Parker Follett
(C) Herbert Simon
(D) Kautilya

**159.** Excessive paperwork and rigid adherence to rules even when they are counterproductive are examples of:
(A) The ideal type of bureaucracy.
(B) Charismatic authority.
(C) The dysfunctions of bureaucracy.
(D) The principles of New Public Service.

**160.** Who among the following is NOT considered a classical theorist?
(A) Henri Fayol
(B) Luther Gulick
(C) Lyndall Urwick
(D) Chester Barnard

**161.** Analyzing texts to uncover underlying assumptions and power dynamics is known as:
(A) Behaviouralism
(B) Classical Theory

(C) Postmodernism
(D) Human Relations

**162.** Consider the following statements regarding administrative development:
**Statement I :** Organization Development (OD) can be applied to public organizations to enhance effectiveness.
**Statement II :** Creating humane and less bureaucratic structures is a goal of this approach.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**163.** The primary contribution of Ferrel Heady to public administration lies in:
(A) Motivation theory
(B) Urban administration
(C) Comparative public administration
(D) Financial administration

**164.** 'Single-loop' and 'double-loop' learning are concepts introduced by:
(A) Peter Drucker
(B) Chris Argyris
(C) Rensis Likert
(D) Dwight Waldo

**165.** Consider the following statements regarding bureaucratic theory:
1. Authority is based on charismatic leadership.
2. Officials are personally dependent on the ruler.
3. Recruitment is based on technical competence.
4. The system operates on abstract rules.
5. There is a clear hierarchy of offices.

Which of the above statement(s) are INCORRECT according to the ideal-type bureaucracy?
(A) 3 and 4 only
(B) 1 and 2 only
(C) 1, 3, and 5
(D) 2 and 5 only

**166.** A manager who believes employees are lazy and must be controlled through threats aligns with:
(A) Theory Y
(B) Theory X
(C) Likert's System 4
(D) Argyris's Maturity theory

**167.** The theme of fiscal stress, conservatism, and the rise of managerialism is associated with:
(A) Minnowbrook I
(B) Minnowbrook III
(C) The Oriental approach
(D) Minnowbrook II

**168.** The following question consists of two statements, one labeled as Assertion (A) and the other as Reason (R). Select the correct answer from the options given below:
**Assertion (A) :** The Human Relations school challenged the assumptions of Scientific Management.
**Reason (R) :** It found that social and psychological factors were often more important for productivity than physical or economic factors.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**169.** What does the term "scalar chain" refer to?
(A) The chain of command from the ultimate authority to the lowest rank.
(B) The supply chain of materials.
(C) A sequence of production tasks.
(D) The social network within an organization.

**170.** Which thinker famously critiqued the principles of administration as mere "proverbs"?
(A) Herbert Simon
(B) Dwight Waldo
(C) F. W. Taylor
(D) Luther Gulick

**171.** Match List I with List II regarding administrative thinkers and their associated schools.
List I: (Thinker)
P. Elton Mayo
Q. Herbert Simon
R. Henri Fayol
S. Max Weber
List II: (School of Thought)

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1. Human Relations
2. Behaviouralism
3. Classical Management
4. Bureaucratic Theory

(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-1, R-4, S-2
(C) P-3, Q-4, R-1, S-2
(D) P-2, Q-1, R-4, S-3

**172.** The 'Bank Wiring Observation Room' phase demonstrated:
(A) The impact of lighting on productivity.
(B) The power of informal group norms to restrict output.
(C) The effectiveness of individual piece-rate incentives.
(D) The importance of having a friendly supervisor.

**173.** The concept that authority is valid only when it is accepted by the person it is addressed to is the:
(A) Acceptance Theory of Authority
(B) Scalar Principle
(C) Legal-Rational Theory
(D) Top-Down Theory

**174.** In Saptanga theory, 'Danda' represents:
(A) The Treasury
(B) The Ally
(C) The Army or Coercive Force
(D) The Territory

**175.** Consider the following themes of the New Public Administration (NPA):
1. Emphasis on social equity.
2. Rejection of value-neutrality.
3. Client-centeredness and relevance.
4. Administrators as proactive agents of change.
5. Reaffirmation of the politics-administration dichotomy.

Which of the statements given above are correct?
(A) 1, 2, 3, and 4
(B) 1, 2, and 5
(C) 2, 3, 4, and 5
(D) 1, 3, 4, and 5

**176.** Which of the following is NOT one of the six activities of an industrial undertaking identified by Fayol?
(A) Technical
(B) Commercial
(C) Motivational
(D) Security

**177.** 'Satisficing' behavior means:
(A) Achieving complete satisfaction in a decision.
(B) Choosing an option that is adequate or "good enough".
(C) Satisfying the demands of all stakeholders.
(D) Finding the single best solution through exhaustive search.

**178.** Arrange the following schools of thought in the order of their historical emergence:
1. New Public Administration
2. Classical Theory
3. Human Relations Theory
4. New Public Service

Choose the correct option from the codes given below:
(A) 2, 3, 1, 4
(B) 3, 2, 1, 4
(C) 2, 1, 3, 4
(D) 1, 2, 4, 3

**179.** The distinction between 'programmed' and 'non-programmed' decisions was made by:
(A) Chester Barnard
(B) Peter Drucker
(C) Herbert Simon
(D) Mary Parker Follett

**180.** The primary goal of Scientific Management was to:
(A) Empower workers through participation.
(B) Enhance organizational democracy.
(C) Secure maximum prosperity through maximum efficiency.
(D) Study the impact of social factors on work.

**181.** Which thinker argued that administrative decisions are value-laden and challenged the politics-administration dichotomy?
(A) Luther Gulick
(B) Dwight Waldo
(C) F. W. Taylor
(D) Peter Drucker

**182.** 'Management by Objectives' (MBO) is a process where:

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(A) Management sets objectives unilaterally.
(B) Superiors and subordinates jointly identify common goals.
(C) Objectives are determined by market forces.
(D) The sole objective is profit maximization.

**183.** The New Public Service (NPS) is ideologically anchored in:
(A) Economic theories of rational choice.
(B) Theories of democratic citizenship and civil society.
(C) Principles of scientific management.
(D) Psychoanalytic theories of motivation.

**184.** What is the core idea behind the concept of an 'ideal type' in bureaucratic theory?
(A) It is a perfect model that all organizations should strive for.
(B) It is an analytical construct used to highlight features for study.
(C) It describes the most common type of organization in society.
(D) It is a dysfunctional model showing how organizations fail.

**185.** Consider the following statements about Mary Parker Follett:
1. She advocated for 'integration' in conflict resolution.
2. She introduced 'the law of the situation'.
3. She viewed power as 'power-over'.
4. Her ideas are considered a precursor to human relations.

Which of the statements given above are correct?
(A) 1, 2 and 4
(B) 1, 2 and 3
(C) 2, 3 and 4
(D) 1, 3 and 4

**186.** According to Max Weber, what is the 'routinization of charisma'?
(A) The transformation of charismatic authority into stable forms like traditional or legal-rational authority.
(B) The process by which a charismatic leader becomes more bureaucratic.
(C) The everyday exercise of charismatic leadership.
(D) The decline in a leader's charismatic appeal.

**187.** Consider the following statements:
**Statement I :** Formal organizations often create employee dependency and frustration.
**Statement II :** Job enlargement and participation can bridge the gap between individual needs and organizational demands.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

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**188.** The following question consists of two statements, one labeled as Assertion (A) and the other as Reason (R). Select the correct answer from the options given below:
**Assertion (A) :** Postmodernism challenges the grand narratives of progress and rationality.
**Reason (R) :** It seeks to establish a new grand narrative based on local knowledge.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**189.** The most significant legacy of the Hawthorne studies was:
(A) Proving the principles of scientific management.
(B) Better lighting systems.
(C) Shifting focus to social and psychological factors.
(D) Confirming wages as the sole motivator.

**190.** Which thinker viewed the executive's role as maintaining a "cooperative system"?
(A) Henri Fayol
(B) Chester Barnard
(C) Herbert Simon
(D) F. W. Taylor

**191.** Match List I with List II regarding concepts and thinkers.
List I: (Concept)
P. POSDCORB
Q. Zone of Indifference
R. Two-Factor Theory
S. Bounded Rationality
List II: (Thinker)
1. Chester Barnard

2. Fredrick Herzberg
3. Herbert Simon
4. Luther Gulick

(A) P-4, Q-1, R-2, S-3
(B) P-1, Q-2, R-3, S-4
(C) P-4, Q-2, R-1, S-3
(D) P-3, Q-1, R-2, S-4

**192.** A manager who believes work is natural and people will exercise self-direction is following:
(A) Theory X
(B) Theory Y
(C) The principles of bureaucracy
(D) The principles of scientific management

**193.** The oriental conception of administration is best described as:
(A) A democratic and participative model.
(B) A manual of statecraft for a monarchical system.
(C) A theory of organizational behavior.
(D) A set of principles for industrial management.

**194.** The "Immaturity-Maturity" continuum explains:
(A) The natural development of a healthy personality.
(B) The stages of organizational growth.
(C) The process of decision-making.
(D) The different types of leadership.

**195.** Consider the following statements regarding the Minnowbrook perspective:
1. The first conference (1968) gave rise to the New Public Administration.
2. Key themes of NPA included relevance and social equity.
3. The second conference (1988) engaged with privatization and managerialism.
4. The third conference (2008) focused on globalization and networked governance.
5. All conferences endorsed the politics-administration dichotomy.

Which of the statements given above are correct?
(A) 1, 2, 3, and 5
(B) 2, 3, 4, and 5
(C) 1, 2, 3, and 4
(D) 1, 3, and 5

**196.** Robert Golembiewski is a scholar best known for his work in:
(A) Deconstructing administrative texts.
(B) Comparative public administration.
(C) Classical management principles.
(D) Organization Development (OD) and group dynamics.

**197.** Intellectual roots of the New Public Service (NPS) are found in:
(A) Economic choice theory.
(B) Democratic theory and citizenship.
(C) Positivist philosophy.
(D) Classical political economy.

**198.** Which of these is NOT part of Kautilya's 'Saptanga' or seven limbs of the state?
(A) Swami (The King)
(B) Janapada (The Territory and People)
(C) Varna (The Caste System)
(D) Kosha (The Treasury)

**199.** What distinguishes 'double-loop learning' from 'single-loop learning'?
(A) Double-loop learning is faster.
(B) Single-loop learning involves changing actions, while double-loop learning involves changing values.
(C) Double-loop learning is only for top executives.
(D) Single-loop learning is more effective for radical change.

**200.** The primary focus of Fayol's administrative theory was on:
(A) The behaviour of individual workers.
(B) The universal functions and principles of management.
(C) The informal social systems.
(D) The relationship between organization and environment.

**201.** Which thinker provided a classification of authority into traditional, charismatic, and legal-rational?
(A) F. W. Taylor
(B) Max Weber
(C) Henri Fayol
(D) Elton Mayo

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**202.** Consider the following statements regarding Management by Objectives (MBO):
**Statement I :** Peter Drucker is credited with popularizing the concept of MBO.
**Statement II :** MBO focuses on setting goals jointly between superiors and subordinates.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**203.** The core idea of 'functional foremanship' is:
(A) To have a single boss for each worker.
(B) To divide the work of supervision among several functional specialists.
(C) To promote foremen based on seniority.
(D) To eliminate the role of foremen altogether.

**204.** Which concept is NOT associated with Herbert Simon?
(A) Bounded Rationality
(B) Satisficing
(C) Fact-Value Dichotomy
(D) Zone of Indifference

**205.** Consider the following elements of POSDCORB:
1. Planning
2. Organizing
3. Supervising
4. Co-ordinating
5. Budgeting

Which of the statements given above are part of the acronym?
(A) 1, 2, 3, and 4
(B) 1, 2, 4, and 5
(C) 2, 3, 4, and 5
(D) 1, 3, and 5

**206.** A key difference between New Public Management (NPM) and New Public Service (NPS) is:
(A) NPM views citizens as customers, while NPS views them as owners/citizens.
(B) NPM emphasizes collaboration, while NPS emphasizes competition.
(C) NPM is rooted in democratic theory.
(D) NPM prioritizes equity.

**207.** Improving performance by enhancing recognition, responsibility, and growth applies the principles of:
(A) Physiological needs.
(B) Motivators.
(C) Hygiene Factors.
(D) Differential piece-rate system.

**208.** The following question consists of two statements, one labeled as Assertion (A) and the other as Reason (R). Select the correct answer from the options given below:
**Assertion (A) :** Administrative acts are inherently value-laden.
**Reason (R) :** They are, in essence, political acts.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**209.** The "human side of enterprise" is a phrase associated with:
(A) F. W. Taylor
(B) Douglas McGregor
(C) Max Weber
(D) Henri Fayol

**210.** The scholar who applied an "ecological" framework to comparative public administration was:
(A) Ferrel Heady
(B) Dwight Waldo
(C) Robert Golembiewski
(D) Peter Drucker

**211.** Match List I with List II regarding administrative thinkers and their primary contributions.
List I: (Thinker)
P. Peter Drucker
Q. Ferrel Heady
R. Robert Golembiewski
S. Dwight Waldo
List II: (Contribution)
1. Comparative Public Administration
2. Organization Development (OD)
3. Administrative History and Context
4. Management by Objectives
(A) P-4, Q-1, R-2, S-3
(B) P-1, Q-2, R-3, S-4

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(C) P-4, Q-2, R-1, S-3
(D) P-3, Q-1, R-2, S-4

**212.** What is 'circular response' in administrative thought?
(A) An order given in a circular hierarchy.
(B) The continuous, reciprocal influence individuals have on each other in interactions.
(C) A repetitive, uncreative response.
(D) The feedback loop in a control system.

**213.** Classical theories of administration are described as 'prescriptive' because they:
(A) Offer specific principles on 'how' to manage.
(B) Only describe how organizations actually function.
(C) Focus exclusively on pathologies.
(D) Are based on mathematical models.

**214.** The core message of the human relations approach is that management should focus on:
(A) Technical aspects of work.
(B) Social and psychological needs of employees.
(C) Formal structure.
(D) Economic incentives.

**215.** Consider the following statements regarding the Postmodern approach:
1. It is skeptical of grand theories.
2. It uses 'deconstruction' to analyze language.
3. It values multiple perspectives.
4. It seeks to establish a scientifically valid foundation.

Which of the statements given above are correct?
(A) 1, 2 and 3
(B) 2, 3 and 4
(C) 1 and 4 only
(D) 1, 2 and 4

**216.** Which of the following is NOT one of the three phases of the decision-making process identified by Simon?
(A) Intelligence Activity
(B) Design Activity
(C) Choice Activity
(D) Implementation Activity

**217.** Which approach views the public interest as created through dialogue and engagement with citizens?
(A) Scientific Management
(B) Weberian Bureaucracy
(C) New Public Service
(D) Classical Theory

**218.** The idea that a manager's assumptions become a self-fulfilling prophecy is a theme in:
(A) Abraham Maslow's work.
(B) Chris Argyris's work.
(C) Fredrick Herzberg's work.
(D) Douglas McGregor's work.

**219.** The "Iron Cage" of rationality refers to:
(A) The liberating potential of bureaucracy.
(B) Dehumanizing effects of excessive bureaucratization.
(C) A physical method for controlling workers.
(D) The ideal structure of a legal-rational organization.

**220.** 'Organizational Humanism' is most closely associated with:
(A) Taylor and Fayol
(B) Weber and Gulick
(C) Argyris and Likert
(D) Simon and Barnard

**221.** Which theorist argued there is an incongruity between mature personality needs and hierarchical organizations?
(A) Chris Argyris
(B) Rensis Likert
(C) Peter Drucker
(D) Elton Mayo

**222.** Consider the following statements regarding administrative models:
**Statement I :** Behaviouralism focuses on 'administrative man'.
**Statement II :** 'Administrative man' seeks to maximize the single best solution.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**223.** The 'New Public Administration' challenged the discipline's lack of focus on:
(A) Efficiency and economy.
(B) Values and social equity.

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(C) International comparisons.
(D) Private sector management techniques.

**224.** Which of the following is the best example of a 'non-programmed' decision?
(A) Developing a response plan to an unprecedented disaster.
(B) Processing a routine building permit.
(C) Ordering monthly office supplies.
(D) Calculating employee payroll.

**225.** Consider the following thinkers associated with motivation theory:
1. Abraham Maslow
2. Fredrick Herzberg
3. Douglas McGregor
4. Herbert Simon
5. Chris Argyris

Which of the statements given above are correct?
(A) 1, 2, and 3
(B) 1, 2, 4, and 5
(C) 1, 2, 3, and 5
(D) 2, 3, and 4

**226.** 'Patrimonialism' is a form of which type of authority?
(A) Legal-Rational
(B) Charismatic
(C) Traditional
(D) Anarchic

**227.** The scholar known for defining public administration by "phases of growth" is:
(A) Ferrel Heady
(B) Dwight Waldo
(C) Robert Golembiewski
(D) Peter Drucker

**228.** The following question consists of two statements, one labeled as Assertion (A) and the other as Reason (R). Select the correct answer from the options given below:
**Assertion (A) :** Kautilya provided a detailed framework for state administration.
**Reason (R) :** It served as a guide for a monarch to run a state efficiently.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**229.** Finding a creative solution that satisfies the underlying needs of both parties is:
(A) Domination
(B) Compromise
(C) Integration
(D) Co-option

**230.** The 'Hawthorne Effect' is a potential issue in which type of research?
(A) Archival research
(B) Experimental research involving human subjects
(C) Textual analysis
(D) Theoretical modeling

**231.** Match List I with List II regarding administrative "schools" and their view of the worker.
List I: (School)
P. Scientific Management
Q. Human Relations
R. Behaviouralism
S. New Public Service
List II: (View of Worker)
1. Social Man
2. Citizen
3. Economic Man
4. Administrative Man
(A) P-3, Q-1, R-4, S-2
(B) P-1, Q-3, R-2, S-4
(C) P-3, Q-4, R-1, S-2
(D) P-2, Q-1, R-4, S-3

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**232.** What is the fundamental unit of analysis for the study of administrative behavior according to Simon?
(A) The decision
(B) The organization's structure
(C) The informal group
(D) The charismatic leader

**233.** The 'scalar principle' in classical theory is most closely related to:
(A) Esprit de corps
(B) Scalar Chain
(C) Equity
(D) Stability of tenure

**234.** In the Kautilyan context, 'Varta' refers to:
(A) Philosophy and logic.

(B) Politics and statecraft.
(C) Economics, agriculture, and trade.
(D) Sacred knowledge of the Vedas.

**235.** Consider the following characteristics of the Classical School:
1. Emphasis on formal organizational structure.
2. Search for universal principles of management.
3. View of organizations as mechanistic systems.
4. Contributions by Fayol, Gulick, and Urwick.

Which of the statements given above are correct?
(A) 1, 2 and 3 only
(B) 2, 3 and 4 only
(C) 1, 3 and 4 only
(D) 1, 2, 3 and 4

**236.** Leaders acting as facilitators and coaches is most consistent with:
(A) Ideal-type bureaucracy
(B) Participative Group (System 4)
(C) Scientific management
(D) Monarchical statecraft

**237.** Challenging the politics-administration dichotomy primarily involves recognizing:
(A) That administrators are involved in the political process of allocation.
(B) The need for efficiency.
(C) The importance of hierarchy.
(D) The role of motivation.

**238.** The focus on the 'knowledge worker' highlights:
(A) Information, intellect, and expertise as key productive assets.
(B) Manual labor.
(C) Agricultural production.
(D) Dominance of government employment.

**239.** A postmodern analysis would be least interested in:
(A) Universal principles of efficient organization.
(B) How administrative language shapes understanding.
(C) Whose voices are silenced.
(D) Hidden power relationships.

**240.** An unexpected finding from the Hawthorne studies was:
(A) Productivity was directly proportional to lighting.
(B) Group morale had a significant positive impact on output.
(C) A shorter workday resulted in lower production.
(D) Rest pauses had no effect.

**241.** Which thinker would be most critical of a tall hierarchical organization for stunting employee psychological growth?
(A) Chris Argyris
(B) Henri Fayol
(C) Lyndall Urwick
(D) Max Weber

**242.** Consider the following statements regarding motivation:
**Statement I :** Salary is a powerful long-term motivator leading to high satisfaction.
**Statement II :** Achievement and recognition are hygiene factors.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are false.
(B) Both Statement I and Statement II are true.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**243.** The Minnowbrook conferences served as:
(A) Formal government reform committees.
(B) Venues for critical reflection and agenda-setting.
(C) Industry-led forums for promoting private sector techniques.
(D) International treaty negotiations.

**244.** The main purpose of time and motion studies was to:
(A) Find the "one best way" and set a standard time.
(B) Determine social dynamics.
(C) Evaluate charismatic qualities.
(D) Assess profitability.

**245.** Consider the following statements regarding cooperative systems:
1. An organization is a cooperative system.
2. Authority depends on acceptance by subordinates.

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3. The informal organization is a crucial element.
4. The executive maintains the system of effort.
5. The 'economic man' is a realistic model.

Which of the statements given above are correct?
(A) 1, 2, 3, and 5
(B) 2, 3, 4, and 5
(C) 1, 2, 3, and 4
(D) 1, 3, and 5

**246.** What is the difference between 'Unity of Command' and 'Unity of Direction'?
(A) 'Unity of Command' refers to one boss, while 'Unity of Direction' refers to one plan for a group with the same objective.
(B) They are identical principles.
(C) 'Unity of Direction' refers to one boss.
(D) 'Unity of Command' applies only to management.

**247.** A public official who makes decisions based on established rules without bias is behaving according to:
(A) The law of the situation.
(B) Bureaucratic impersonality.
(C) Human relations.
(D) Theory Y.

**248.** The following question consists of two statements, one labeled as Assertion (A) and the other as Reason (R). Select the correct answer from the options given below:
**Assertion (A) :** The New Public Service model advocates for "serving, not steering".
**Reason (R) :** It emphasizes that public servants should act as facilitators for citizen action.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**249.** Which need is at the base of the hierarchy of needs?
(A) Esteem Needs
(B) Safety Needs
(C) Physiological Needs
(D) Social Needs

**250.** Administrative thought can be seen as a dialectic between which two concerns?
(A) Structural efficiency/control vs. human/ democratic values.
(B) Oriental vs. Occidental values.
(C) Public vs. Private sector priorities.
(D) Domestic vs. foreign policy.

**Direction :** Please read the following source carefully.

*The Oriental approach to administrative thought, particularly as articulated by Kautilya in his seminal work, the Arthashastra, offers a comprehensive and pragmatic framework for statecraft and public administration. Unlike later Western theories that often sought universal principles, Kautilya's perspective is deeply rooted in the specific political, social, and economic context of the Mauryan empire. The Arthashastra is not merely a philosophical treatise but a detailed manual for governance, covering a vast array of subjects including principles of administration, public finance, law and order, espionage, and foreign policy. Central to Kautilya's thought is the concept of 'Matsyanyaya' – the law of the fish, where the strong devour the weak – which necessitates a strong, centralized state to ensure order and security (Dandaniti). The well-being of the subjects is paramount, encapsulated in the dictum, "In the happiness of his subjects lies the king's happiness." Kautilya's administration emphasizes a well-structured bureaucracy with a clear hierarchy, division of labor, and a system of salaries, rewards, and punishments. He meticulously details the functions of various departments and the qualities required of officials (amatyas), advocating for integrity, intelligence, and loyalty as essential virtues for public servants. This ancient perspective provides a stark contrast to modern administrative theories, yet its focus on a welfare state, efficient revenue collection, and internal security remains profoundly relevant.*

Based on the above source, attempt the following five questions.

**251.** According to the source, what is the primary justification for a strong, centralized state in Kautilya's administrative thought?
(A) To promote universal administrative principles applicable globally.
(B) To prevent the condition of 'Matsyanyaya'

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where the powerful exploit the weak.
(C) To exclusively focus on espionage and foreign policy matters.
(D) To establish a decentralized system of governance based on local customs.

**252.** The source suggests that Kautilya's Arthashastra is best described as a:
(A) practical guide for statecraft and detailed public administration.
(B) philosophical text focused solely on the abstract nature of justice.
(C) historical narrative detailing the reign of the Mauryan emperors.
(D) collection of moral and ethical codes for personal conduct.

**253.** Which of the following concepts, as per the passage, encapsulates Kautilya's view on the monarch's ultimate responsibility?
(A) The pursuit of territorial expansion above all other objectives.
(B) The maintenance of a rigid social hierarchy for stability.
(C) The belief that the king's happiness is intrinsically linked to his subjects' happiness.
(D) The accumulation of personal wealth as a measure of a successful reign.

**254.** Based on the description in the passage, Kautilya's bureaucracy shares which feature with later classical theories?
(A) A focus on the social-psychological needs of employees.
(B) An emphasis on informal communication channels.
(C) The rejection of monetary compensation for officials.
(D) The presence of a clear hierarchy and division of labor.

**255.** The passage implies that a key difference between Kautilya's approach and many later Western theories is that Kautilya's framework is:
(A) less concerned with economic matters and revenue.
(B) primarily focused on democratic participation.
(C) highly contextual and specific to a particular empire.
(D) devoid of any concept of a structured bureaucracy.

**Direction :** Please read the following source carefully.

*The Classical approach to administration is fundamentally rooted in the pursuit of efficiency and rationality, treating the organization as a machine-like entity. At the forefront of this school is F. W. Taylor, the father of Scientific Management. Taylor's philosophy was a direct response to what he perceived as inefficient and unsystematic work methods prevalent in industries at the turn of the 20th century. His core objective was to discover the "one best way" of performing any task through systematic, scientific inquiry. This involved the use of time and motion studies to break down jobs into their simplest components and eliminate wasteful actions. Taylor advocated for a clear division of responsibility between management and workers, with management taking on the task of planning, designing, and supervising work based on scientific principles. A key element of his system was the concept of functional foremanship, where a worker would receive orders from multiple specialized supervisors, each an expert in a specific aspect of the job. Furthermore, he proposed a differential piece-rate system to financially incentivize workers who exceeded performance standards. The ultimate goal, according to Taylor, was a "mental revolution" where both management and labor would shift their focus from conflict over profit distribution to cooperation in increasing productivity, leading to greater prosperity for all.*

Based on the above source, attempt the following five questions.

NODIA

**256.** What is the central aim of F. W. Taylor's Scientific Management, as described in the passage?
(A) To increase worker autonomy and creative freedom.
(B) To identify and implement the "one best way" for task performance.
(C) To promote a single, generalist supervisor for each workgroup.
(D) To prioritize the social and psychological well-being of employees.

**257.** The concept of "functional foremanship" proposed by Taylor involves:

(A) a worker reporting to a single manager who handles all supervisory tasks.
(B) workers forming self-managing teams to oversee their own work.
(C) a hierarchical structure where foremen have no specialized functions.
(D) a system where a worker receives instructions from several specialized supervisors.

**258.** According to the passage, how did Taylor propose to motivate workers and enhance productivity?
(A) By implementing a differential piece-rate system based on performance.
(B) Through a fixed salary system regardless of output.
(C) By offering non-monetary rewards like public recognition.
(D) By reducing work hours and increasing vacation time.

**259.** The passage suggests that the "mental revolution" envisioned by Taylor would lead to:
(A) increased conflict between management and labor over wages.
(B) the complete automation of factory work, replacing human labor.
(C) a focus on cooperation to boost overall productivity and shared prosperity.
(D) a shift in focus from industrial production to service-based economies.

**260.** Which method did Taylor use to scientifically analyze and improve work processes?
(A) Time and motion studies to eliminate inefficient actions.
(B) Employee satisfaction surveys and interviews.
(C) Comparative analysis of different organizational cultures.
(D) Historical review of traditional craft-based production.

**Direction :** Please read the following source carefully.

*Expanding upon the Classical school's quest for universal principles, Henri Fayol, Luther Gulick, and Lyndall Urwick focused on administrative management, shifting the analytical lens from the shop floor to the executive level. Henri Fayol, in his "General and Industrial Management," was one of the first to codify the functions of management, which he identified as Planning, Organizing, Commanding, Coordinating, and Controlling (POCCC). He argued that these managerial functions were universal, applicable to any organization, be it commercial, governmental, or even religious. Fayol also articulated fourteen principles of administration, including division of work, authority and responsibility, discipline, unity of command, and esprit de corps, which were presented not as rigid laws but as flexible guidelines. Building on Fayol's work, Luther Gulick and Lyndall Urwick further systematized these ideas. Gulick famously coined the acronym POSDCORB, representing the seven key functions of an executive: Planning, Organizing, Staffing, Directing, Coordinating, Reporting, and Budgeting. For Gulick and Urwick, the structure of the organization was paramount. They heavily emphasized principles like the unity of command, the span of control, and the clear delineation of line and staff functions. Their collective contribution was to create a prescriptive framework that sought to establish a "science of administration" based on a set of universally applicable principles for designing efficient and effective organizational structures.*

Based on the above source, attempt the following five questions.

**261.** What is the primary focus of the administrative management theory developed by Fayol, Gulick, and Urwick?
(A) The psychological motivations of individual workers.
(B) The informal social dynamics within workgroups.
(C) The external political and economic environment of an organization.
(D) The functions of executives and the structure of the organization.

**262.** According to the passage, Henri Fayol's fourteen principles of administration were intended to be:
(A) immutable, scientific laws that must be strictly followed.
(B) flexible guidelines to be adapted to specific situations.
(C) philosophical ideals with little practical application.
(D) applicable only to industrial and commercial

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enterprises.

**263.** The acronym POSDCORB, coined by Luther Gulick, is used to describe the:
(A) essential qualities of a successful leader.
(B) steps involved in scientific job analysis.
(C) seven principal functions of an executive.
(D) stages of organizational development.

**264.** A key difference highlighted in the passage between Taylor's approach and Fayol's approach is that:
(A) Taylor focused on top-level management while Fayol focused on the shop floor.
(B) Fayol rejected the idea of principles, whereas Taylor embraced them.
(C) Taylor was concerned with efficiency, while Fayol was not.
(D) Fayol focused on top-level management while Taylor focused on the shop floor.

**265.** Which of the following is identified in the source as a principle heavily emphasized by both Gulick and Urwick?
(A) Unity of command.
(B) Job enrichment.
(C) Decentralized decision-making.
(D) Worker participation.

**Direction :** Please read the following source carefully.

*Max Weber's theory of bureaucracy stands as a monumental contribution to the Classical school, offering a sociological and historical perspective on administrative structures. Weber developed the concept of the "ideal-type" bureaucracy not as a description of a perfect or desirable organization, but as a pure, analytical construct to understand the defining characteristics of a rational-legal form of authority. This form of authority, he argued, was replacing traditional (based on custom) and charismatic (based on personal appeal) authority in modern society. An ideal-type bureaucracy is characterized by a set of distinct features. These include a continuous organization of official functions bound by rules, a clearly defined hierarchy of offices, and a strict separation between the office and its incumbent. Officials are appointed based on technical qualifications and merit, not personal connections or election. They operate with impersonality, applying rules and procedures uniformly to all cases without personal bias. This impersonality and adherence to formal rules are designed to ensure predictability, efficiency, and equity. For Weber, the advance of bureaucracy was an inescapable consequence of modernization and a technically superior form of organization, capable of attaining the highest degree of efficiency due to its precision, speed, and reduction of emotional and irrational elements in administration.*

Based on the above source, attempt the following five questions.

**266.** What does the term "ideal-type" bureaucracy mean in the context of Max Weber's work?
(A) A description of the most desirable and morally perfect form of organization.
(B) An analytical model outlining the core features of a rational administrative system.
(C) A historical account of a specific bureaucratic organization that actually existed.
(D) A critique of bureaucracy as an inefficient and outdated form of governance.

**267.** According to the passage, Weber believed that rational-legal authority was replacing which other forms of authority?
(A) Democratic and autocratic authority.
(B) Traditional and charismatic authority.
(C) Economic and political authority.
(D) Moral and ethical authority.

NODIA

**268.** Which of the following is NOT listed in the passage as a characteristic of Weber's ideal-type bureaucracy?
(A) A flexible and adaptive structure with minimal rules.
(B) Appointment of officials based on technical qualifications.
(C) A clear hierarchy of offices.
(D) Impersonal application of rules and procedures.

**269.** The principle of "impersonality" in Weber's model is intended to:
(A) encourage personal relationships between officials and the public.
(B) allow officials to use their discretion based on individual cases.
(C) ensure uniform and unbiased application of rules.

(D) promote a charismatic style of leadership within the bureaucracy.

**270.** Based on the source, what did Weber consider to be the primary advantage of bureaucracy as a form of organization?
(A) Its ability to foster creativity and innovation among employees.
(B) Its democratic nature, with officials being elected by the public.
(C) Its promotion of strong emotional bonds within the organization.
(D) Its capacity for high efficiency due to precision and rationality.

**Direction :** Please read the following source carefully.

*The Human Relations school emerged as a significant reaction to the mechanistic views of the Classical theorists, shifting the focus from organizational structure to the people within it. This movement was pioneered by Elton Mayo and his associates through the famous Hawthorne experiments. Initially designed to study the relationship between physical conditions (like lighting) and productivity, the studies unexpectedly revealed the profound impact of social and psychological factors on worker behavior. The key finding was that productivity increased not because of changes in physical conditions, but because workers felt valued and observed, a phenomenon termed the Hawthorne effect. Mayo concluded that the workplace is a social system and that informal groups, with their own norms and codes of conduct, exert a powerful influence on individual performance. He stressed the importance of communication, participation, and effective supervision in meeting the social needs of employees, which in turn boosts morale and productivity. Complementing this perspective, Mary Parker Follett, a contemporary whose work was rediscovered later, offered sophisticated insights into organizational dynamics. She championed the idea of "power-with" rather than "power-over" and advocated for resolving conflicts through "integration," where a new solution is found that satisfies the desires of all parties, rather than through domination or compromise. Follett viewed administration as a social process centered on coordination and constructive conflict.*

Based on the above source, attempt the following five questions.

**271.** What was the most significant and unexpected finding of the Hawthorne experiments led by Elton Mayo?
(A) Physical conditions like lighting are the primary determinants of worker productivity.
(B) Financial incentives are the only effective motivators for industrial workers.
(C) Social and psychological factors have a major impact on employee performance.
(D) Formal organizational structure completely dictates worker behavior.

**272.** The "Hawthorne effect," as described in the passage, refers to the phenomenon where:
(A) workers' productivity declines when they are being observed.
(B) productivity improves because workers feel valued and receive attention.
(C) changes in physical work conditions directly cause changes in output.
(D) informal group norms suppress the productivity of all members.

**273.** According to the passage, Mary Parker Follett advocated for resolving conflict through "integration," which means:
(A) one party dominating the other to win the argument.
(B) finding a middle ground where both parties give up something.
(C) referring the conflict to a higher authority for a final decision.
(D) creating a new solution that incorporates the desires of all conflicting parties.

**274.** How did the Human Relations school's view of the organization differ from that of the Classical school?
(A) It viewed the organization as a social system rather than a machine-like entity.
(B) It emphasized formal rules and hierarchy over informal groups.
(C) It focused exclusively on economic incentives for motivation.
(D) It dismissed the importance of supervision and management.

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**275.** Mary Parker Follett's concept of "power-with" suggests a preference for:
(A) hierarchical and coercive forms of control.
(B) competitive relationships between departments.
(C) a collaborative and cooperative approach to power.
(D) the complete elimination of authority in organizations.

**Direction :** Please read the following source carefully.

*The Behaviouralism approach in public administration sought to apply more rigorous, scientific methods to the study of human behavior within organizations, moving beyond the simpler human relations perspective. Two central figures in this movement are Chester Barnard and Herbert Simon. In his work, "The Functions of the Executive," Chester Barnard introduced several groundbreaking concepts. He was among the first to formally analyze the "informal organization," viewing it not as a hindrance but as a vital and necessary component for communication and cohesion within the formal structure. Barnard also proposed the "acceptance theory of authority," which posits that authority does not flow from the top down, but is granted by the subordinate who chooses to accept a directive. Herbert Simon, in his seminal work "Administrative Behavior," critiqued the classical principles of administration as mere "proverbs" and argued that the true core of administration is the decision-making process. Simon introduced the concept of "bounded rationality," challenging the classical assumption of the perfectly rational "economic man." He argued that administrators are "satisficers," not "maximizers." They make decisions that are "good enough" rather than optimal, because their rationality is limited or "bounded" by incomplete information, cognitive limitations, and time constraints. For Simon, the study of public administration should be the study of how and why decisions are made within organizational settings.*

Based on the above source, attempt the following five questions.

**276.** What does Herbert Simon identify as the true core of administration?
(A) The process of decision-making.
(B) The application of universal principles.
(C) The formal organizational structure.
(D) The management of physical resources.

**277.** Chester Barnard's "acceptance theory of authority" suggests that authority is ultimately derived from:
(A) the formal position of the superior in the hierarchy.
(B) the legal framework governing the organization.
(C) the charismatic personality of the leader.
(D) the consent and compliance of the subordinate.

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**278.** The concept of "bounded rationality," introduced by Herbert Simon, implies that decision-makers:
(A) always arrive at the optimal and most rational solution.
(B) make "good enough" choices due to various constraints.
(C) have complete and perfect information for making choices.
(D) operate with unlimited cognitive and time resources.

**279.** According to the passage, how did Chester Barnard view the "informal organization"?
(A) As a dysfunctional element that must be eliminated.
(B) As irrelevant to the functioning of the formal organization.
(C) As an essential component for communication and cohesion.
(D) As a concept identical to the formal hierarchical structure.

**280.** Why did Herbert Simon critique the classical principles of administration as "proverbs"?
(A) Because they were too focused on human emotions.
(B) Because they were written in an outdated and poetic language.
(C) Because they overemphasized the importance of decision-making.
(D) Because he found them to be contradictory and not truly scientific.

**Direction :** Please read the following source carefully.

*The study of motivation in administrative thought*

*seeks to answer the fundamental question of what drives human behavior in the workplace. Several influential theories have provided frameworks for understanding this complex issue. Abraham Maslow, in his "Hierarchy of Needs," proposed that human motivation is based on a prepotent hierarchy of five needs: physiological, safety, social, esteem, and self-actualization. According to Maslow, lower-level needs must be substantially satisfied before higher-level needs become primary motivators. Frederick Herzberg's "Two-Factor Theory" offers a different perspective. He distinguished between "Hygiene Factors" and "Motivators." Hygiene factors, such as salary, working conditions, and company policy, do not motivate employees but can cause dissatisfaction if they are inadequate. In contrast, Motivators, or intrinsic factors, such as achievement, recognition, responsibility, and growth, are what actually lead to job satisfaction and motivation. Simply improving hygiene factors will only prevent dissatisfaction, not create satisfaction. Another significant contribution is Douglas McGregor's "Theory X and Theory Y." These represent two contrasting sets of assumptions that managers hold about their employees. Theory X assumes that employees are inherently lazy, dislike work, and must be coerced and controlled. Theory Y, on the other hand, assumes that employees are self-motivated, enjoy work, and seek responsibility. McGregor argued that managers' assumptions directly influence their behavior and, consequently, their employees' performance.*

Based on the above source, attempt the following five questions.

**281.** According to Maslow's Hierarchy of Needs, which of the following needs would become a primary motivator only after physiological and safety needs are met?
(A) Social needs.
(B) Physiological needs.
(C) Safety needs.
(D) Survival needs.

**282.** In Herzberg's Two-Factor Theory, what is the role of "Hygiene Factors"?
(A) They are the primary drivers of job satisfaction and motivation.
(B) Their absence can cause dissatisfaction, but their presence does not motivate.
(C) Their presence creates high levels of motivation and job satisfaction.
(D) They are identical to Maslow's self-actualization needs.

**283.** A manager who believes in Douglas McGregor's "Theory Y" would most likely assume that employees:
(A) need to be closely supervised and controlled.
(B) are creative, self-directed, and seek responsibility.
(C) are inherently lazy and will avoid work if possible.
(D) are motivated solely by financial rewards and security.

**284.** Which of the following would be considered a "Motivator" according to Frederick Herzberg's theory?
(A) A sense of achievement from completing a challenging task.
(B) A competitive salary.
(C) Comfortable office working conditions.
(D) A clear and fair company policy.

**285.** The passage implies that a manager operating under "Theory X" assumptions would likely adopt which style of leadership?
(A) A participative and democratic style.
(B) A laissez-faire and hands-off style.
(C) An autocratic and controlling style.
(D) A style focused on employee empowerment.

**Direction :** Please read the following source carefully.

*Organizational Humanism represents a further evolution from the Human Relations school, placing a stronger emphasis on developing individual potential and aligning personal growth with organizational goals. This approach critiques formal organizations for often creating environments that stifle human development. Chris Argyris is a key proponent, best known for his "immaturity-maturity" continuum. Argyris argued that the core principles of formal organizations, such as task specialization, unity of command, and a rigid hierarchy, treat employees like children—placing them in situations of passivity, dependence, and subordination. This creates a fundamental conflict with the needs of a mature, psychologically healthy adult who*

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*seeks independence, activity, and control over their environment. This incongruence between the individual and the organization leads to frustration, conflict, and a lack of motivation. To resolve this, Argyris advocated for organizational changes like job enlargement and participative management. Another influential figure, Rensis Likert, focused on leadership styles and management systems. He identified four systems of management, ranging from "System 1: Exploitative Authoritative" to "System 4: Participative Group." Likert strongly endorsed System 4, characterized by open communication, decentralized decision-making, high levels of trust, and group-based supervision. He argued through his research that organizations adopting a System 4 approach tended to have higher productivity, better labor relations, and greater employee satisfaction.*

Based on the above source, attempt the following five questions.

**286.** According to Chris Argyris, what is the fundamental conflict within many formal organizations?
(A) The conflict between different departments competing for resources.
(B) The disparity between organizational goals and societal expectations.
(C) The clash between technological advancements and traditional work methods.
(D) The incompatibility between the needs of a mature personality and the demands of the formal structure.

**287.** In Rensis Likert's framework, which management system is considered the most effective and is characterized by a participative approach?
(A) System 1: Exploitative Authoritative.
(B) System 2: Benevolent Authoritative.
(C) System 4: Participative Group.
(D) System 3: Consultative.

**288.** The passage suggests that Chris Argyris's "immaturity-maturity" continuum is a critique of:
(A) the natural development process of human beings.
(B) the principles of classical organizational theory.
(C) the goals of the Human Relations school.
(D) the concept of a mature personality.

**289.** A key feature of Likert's "System 4" management, as described in the source, is:
(A) centralized decision-making and top-down communication.
(B) a high degree of mistrust between management and employees.
(C) a focus on individual performance and competition.
(D) group-based supervision and open communication.

**290.** Based on the source, what kind of organizational change would Chris Argyris likely support to resolve the individual-organization incongruence?
(A) Job enlargement and greater employee participation.
(B) Increased task specialization and a stricter hierarchy.
(C) Tighter controls and more detailed work rules.
(D) A reduction in communication between managers and employees.

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**Direction :** Please read the following source carefully.

*Post-classical administrative thought is enriched by a diverse group of writers who have critically examined and expanded the scope of public administration. Dwight Waldo, a towering figure, challenged the politics-administration dichotomy, arguing that administration is inherently a political process, infused with values and ethical choices. He emphasized that efficiency, while important, is not a neutral, value-free goal and that public administration must be understood within its broader political and social context. Ferrel Heady made significant contributions to the field of comparative public administration. He developed frameworks for comparing administrative systems across different nations, often linking the nature of a country's bureaucracy to its political regime and level of economic development. His work helped move the discipline beyond a purely Western-centric view. Robert Golembiewski was a prolific writer and a pioneer in the field of Organization Development*

*(OD). He focused on applying behavioral science knowledge to facilitate planned organizational change, aiming to improve both organizational effectiveness and employee well-being. Golembiewski's work centers on interventions designed to foster more open, collaborative, and humane organizational cultures. Lastly, Peter Drucker, a renowned management consultant, introduced many influential concepts, most notably Management by Objectives (MBO). MBO is a process where managers and employees jointly set goals, which are then used to guide performance and evaluate results, shifting the focus from activities to outcomes.*

Based on the above source, attempt the following five questions.

**291.** Dwight Waldo's primary contribution to administrative thought, as mentioned in the passage, was his:
(A) strong defense of the politics-administration dichotomy.
(B) development of frameworks for comparative administration.
(C) argument that administration is a value-laden, political process.
(D) invention of the Management by Objectives (MBO) technique.

**292.** According to the source, the work of Ferrel Heady is most closely associated with which sub-field of public administration?
(A) Comparative public administration.
(B) Organization Development (OD).
(C) Motivation theory.
(D) Scientific management.

**293.** Peter Drucker's concept of Management by Objectives (MBO) emphasizes:
(A) a strict adherence to hierarchical command.
(B) a focus on the process and activities rather than results.
(C) the separation of planning from execution.
(D) the joint setting of goals by managers and employees.

**294.** The passage describes Robert Golembiewski as a pioneer in a field that uses behavioral science to manage planned organizational change. What is this field called?
(A) Management by Objectives (MBO).
(B) Organization Development (OD).
(C) Comparative Public Administration.
(D) Scientific Management.

**295.** Which of the following best summarizes the main focus of the four writers discussed in the passage?
(A) They all reinforced the classical principles of administration.
(B) They were primarily concerned with the physical efficiency of shop-floor workers.
(C) They collectively moved administrative thought towards more critical, comparative, and value-based perspectives.
(D) They all argued for the complete separation of politics from administration.

**Direction :** Please read the following source carefully.

*In the late 20th and early 21st centuries, public administration has been shaped by several new perspectives that challenge traditional paradigms. The Minnowbrook Perspective, originating from a conference in 1968, marked a significant departure by advocating for a "New Public Administration." This perspective criticized the mainstream discipline for being unresponsive and irrelevant to pressing social problems. It called for a public administration that was proactively committed to social equity, change, justice, and values, moving beyond the traditional emphasis on efficiency and economy. A more recent development is the New Public Service (NPS) model. In direct contrast to the market-based New Public Management (NPM), NPS argues that public administrators should "serve citizens, not customers." This model emphasizes democratic values, citizenship, and the public interest as the cornerstones of public administration. It promotes a governance model based on collaboration, shared leadership, and a respect for public service ethos, viewing citizens as partners in the co-creation of public value. Finally, Postmodernism has offered a radical critique of the entire discipline. Postmodernist thought challenges the very idea of a single, objective truth or a grand narrative in administration. It focuses on "deconstruction" to reveal hidden power structures and biases within administrative language and practices. It highlights the fragmented nature of reality and promotes a multiplicity of voices and perspectives,*

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*questioning the rational, universalist claims of modern administrative theory.*

Based on the above source, attempt the following five questions.

**296.** What was the central critique leveled by the Minnowbrook Perspective against mainstream public administration?
(A) It was too focused on social equity and justice.
(B) It placed too much emphasis on democratic values.
(C) It was overly influenced by postmodernist ideas.
(D) It was irrelevant and unresponsive to significant social issues.

**297.** The New Public Service (NPS) model distinguishes itself by advocating that public administrators should primarily:
(A) serve citizens as partners rather than treat them as customers.
(B) operate like business managers to maximize profit.
(C) focus on efficiency and economy above all else.
(D) enforce a rigid, hierarchical structure of command.

**298.** According to the passage, Postmodernism in public administration uses "deconstruction" to:
(A) build a new universal theory of administration.
(B) reveal hidden power structures and biases in administrative language.
(C) create more efficient organizational structures.
(D) reinforce the rational, modernist claims of traditional theory.

**299.** Which of the following pairs represents a direct contrast in philosophy, as described in the source?
(A) Minnowbrook Perspective and New Public Administration.
(B) New Public Service (NPS) and New Public Management (NPM).
(C) New Public Service (NPS) and serving citizens.
(D) Postmodernism and deconstruction.

**300.** A key value promoted by the Minnowbrook Perspective that went beyond traditional administrative concerns is:
(A) social equity.
(B) efficiency.
(C) economy.
(D) neutrality.

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# ANSWERS

1. (B) Kautilya
Kautilya is a prominent figure in the Oriental tradition, specifically through his work, the Arthashastra. This classical Indian treatise offers a detailed guide for statecraft, focusing on the strategic and administrative management of a kingdom. His work integrates political science, economics, and administration within a monarchical framework to ensure effective governance. The approach emphasizes the ruler's responsibility in maintaining social order and prosperity within his realm.

2. (A) Anarchy where the bigger fish devours the smaller fish.
Matsyanyaya describes a primitive state of complete anarchy and chaos where power is the only rule. In such a system, the strong oppress and devour the weak, comparable to how larger fish consume smaller ones in the ocean. Ancient administrative thinkers used this concept to highlight the necessity of a strong state and organized legal system. Establishing order prevents societal collapse into lawlessness and ensures protection.

3. (C) The happiness of the king lies in the happiness of his subjects.
Kautilyan administrative thought is based on the principle of paternalistic welfare, linking the king's success to his subjects' well-being. This perspective suggests that a sovereign's primary duty is ensuring the happiness, security, and prosperity of the people. By prioritizing the collective good, the ruler maintains legitimacy and the state remains stable. Administration is thus a tool for achieving the holistic and material development of society.

4. (D) Varta (Economics)
In the Arthashastra, Varta refers to the essential branch of knowledge concerning economic activities like agriculture, cattle-rearing, and trade. Kautilya considered these the material foundation of state power, providing the resources necessary for defense and administration. Effective management of these sectors ensures that the kingdom remains self-sufficient and financially robust. It highlights the importance of economic health in achieving overall national security and governance.

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5. (A) P-3, Q-4, R-1, S-2
The Saptanga theory identifies seven vital elements of the state, each serving a specific administrative role. Janapada represents the territory and its inhabitants, forming the physical base. Durga refers to the fortified capital city, crucial for defense. Kosha constitutes the treasury, which funds all state operations. Finally, Mitra denotes the external ally who provides support. Together, these limbs ensure the functional integrity of the sovereign state.

6. (B) Purohita (The Priest)
Kautilya's Saptanga theory defines the seven limbs of a state, but the Purohita or priest is not included as a primary constituent. The recognized elements are the Swami, Amatya, Janapada, Durga, Kosha, Danda, and Mitra. While religious figures were influential in ancient society, they were not categorized as one of the fundamental structural components of the state's administrative framework in this specific theoretical monarchical model.

7. (A) Both Statement I and Statement II are true.
Kautilyan administrative thought is characterized by a highly centralized structure where the king serves as the supreme head. This concentration of authority is supported by a disciplined bureaucracy and a sophisticated internal intelligence network. Kautilya advocated for an extensive espionage system to ensure state security and monitor administrative efficiency. Both centralization and intelligence gathering were considered indispensable for maintaining the stability and safety of the kingdom.

8. (A) F. W. Taylor
Frederick Winslow Taylor is widely recognized as the father of scientific management due to his systematic approach to industrial efficiency. He replaced traditional rule-of-thumb methods with

scientifically determined work processes designed to maximize productivity. By analyzing tasks through time and motion studies, he established standardized procedures for workers to follow. His contributions fundamentally transformed management practices by emphasizing efficiency, standardization, and the scientific selection of employees.

**9.** (A) Both A and R are true and R is the correct explanation of A.
Taylor proposed the mental revolution as a fundamental shift in the relationship between management and workers. Instead of conflicting over the division of existing profits, both parties should focus on increasing the total surplus through cooperation. This mutual effort fosters trust and ensures that both the employer and employees benefit from higher productivity. The revolution aims to replace hostility with a shared commitment to organizational goals.

**10.** (A) It emphasizes the importance of social and psychological factors at work.
Scientific management primarily focuses on the technical aspects of work and economic efficiency rather than social or psychological factors. It treats the organization as a mechanistic system where tasks are optimized through scientific methods. While it emphasizes productivity and financial incentives, it largely ignores the informal social dynamics and emotional needs of employees. This technical orientation distinguishes it from later schools of thought like human relations.

**11.** (D) A system where each worker is supervised by multiple specialist foremen.
Functional foremanship is a system where a worker is supervised by eight specialized foremen instead of a single boss. Each foreman is an expert in a specific function, such as speed, repair, or discipline. This approach ensures that workers receive expert guidance for every aspect of their task. It represents Taylor's attempt to apply specialization to the supervisory level to improve overall industrial efficiency.

**12.** (B) 1, 3 and 4
Scientific management introduced several core concepts to improve industrial efficiency, including time and motion studies and the replacement of rule-of-thumb methods. It primarily viewed workers as economic individuals motivated by monetary rewards. While it successfully standardized tasks at the shop-floor level, it was less concerned with top-level management functions. The focus remained on optimizing manual labor through scientific analysis and systematic planning for maximum productivity.

**13.** (C) A worker who is physically and mentally suited for a specific job and willing to follow instructions.
A first-class man in the context of scientific management refers to an employee who is physically and mentally suited for a specific task. This individual is not necessarily a highly versatile worker but one who excels in their designated role and follows instructions. Taylor believed that every worker could be a first-class man if correctly matched with a job that fits their natural capabilities and training.

**14.** (D) Effect is a direct consequence of the Cause.
In scientific management and logical analysis, a cause is an action or condition that produces a specific result known as the effect. The effect is a direct and logical consequence of the preceding cause. This relationship is fundamental to understanding how changes in work methods lead to variations in productivity. Establishing clear links between actions and outcomes allows for the scientific optimization of organizational performance.

**15.** (A) Administrative Management or General Management Theory
Henri Fayol is most famously associated with the administrative management school, which focuses on the general principles of organizational governance. Unlike Taylor who looked at the shop floor, Fayol analyzed management from the top down. He identified universal functions and principles that are applicable to any organized human activity. His work laid the foundation for modern management theory by defining the manager's role in administration.

**16.** (B) 14
Henri Fayol identified fourteen principles of management designed to guide administrators in the effective operation of organizations. These principles, which include unity of command and

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division of work, were intended to be flexible and adaptable to different situations. Fayol believed that applying these concepts systematically would improve organizational efficiency and coordination. His framework remains a central component of classical management education and practice worldwide.

**17.** (B) Esprit de corps - Union is strength; promoting team spirit.
Esprit de corps is a management principle emphasizing that union is strength and promoting team spirit within an organization. It encourages harmony and mutual understanding among employees to create a more cohesive and productive workforce. By fostering positive relationships and collective morale, managers can reduce conflict and improve overall cooperation. This principle highlights the importance of the human element in achieving organizational success through unity.

**18.** (A) 3, 1, 2, 4
The history of administrative thought features thinkers who emerged in a distinct chronological sequence. Kautilya developed his ideas on statecraft in ancient times, followed by Frederick Taylor's scientific management in the early twentieth century. Max Weber then introduced his theory of bureaucracy shortly after. Finally, Herbert Simon revolutionized the field with his behavioral approach to decision-making in the mid-twentieth century. This progression reflects evolving management perspectives.

**19.** (C) Motivating
Henri Fayol identified five core functions of management that describe the essential activities of an administrator: planning, organizing, commanding, coordinating, and controlling. While motivating is a vital aspect of modern leadership, it was not listed as one of these five specific functional categories in Fayol's original framework. His model focuses on the structural and process-oriented duties required to direct an industrial or administrative undertaking.

**20.** (A) Both Statement I and Statement II are true.
Henri Fayol viewed his management principles as flexible guidelines that could be adapted to different organizational contexts rather than rigid rules. While Frederick Taylor focused on increasing efficiency at the shop-floor level, Fayol's primary concern was the functions of top-level management. Both thinkers contributed to the classical school but approached administration from different organizational perspectives. Their combined work provides a comprehensive view of management.

**21.** (C) 1, 3, and 5
Henri Fayol made significant contributions by identifying six groups of industrial activities and emphasizing the importance of managerial training. He introduced the concept of the gangplank to facilitate faster horizontal communication within a hierarchy. Fayol believed that administrative ability could be taught through formal education rather than being an entirely natural talent. His work provided a comprehensive framework for understanding the essential functions and principles of management.

**22.** (B) Scalar Chain
The gangplank is a mechanism that allows for horizontal communication between employees at the same hierarchical level, bypassing the strict scalar chain. This concept is intended to speed up decision-making and coordination in urgent situations where following the formal line of authority would be too slow. While it provides flexibility, it remains an exception to the traditional principle of a strictly vertical chain of command.

**23.** (D) Taylor's approach is a 'bottom-up' perspective from the shop floor, while Fayol's is a 'top-down' perspective from the administrative level.
Frederick Taylor's approach to management is characterized as a bottom-up perspective because it focuses on improving efficiency at the shop-floor level. In contrast, Henri Fayol's perspective is considered top-down as it centers on the functions and principles of general administration. While Taylor sought to optimize individual tasks, Fayol aimed to develop a universal theory of management applicable to the entire organization hierarchy.

**24.** (A) Ideal Type
Max Weber described bureaucracy as an ideal type, which serves as an analytical construct for studying organizational structures. This

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model is not intended to represent a perfect or average organization but rather to highlight the most essential and rational characteristics of a bureaucratic system. By defining these core features, Weber provided a framework for comparing and understanding how modern organizations function in a rational-legal society.

**25.** (A) Both A and R are true and R is the correct explanation of A.
Max Weber argued that bureaucracy is the most technically efficient form of organization because it operates on rational principles. Its efficiency is derived from characteristics like precision, speed, impersonality, and the reduction of friction between different parts of the hierarchy. By using standardized rules and clear jurisdictions, a bureaucratic system can achieve a high degree of reliability and predictability. This rational structure minimizes personal bias.

**26.** (A) A belief in the legality of enacted rules and the right of those in authority to issue commands.
Legal-rational authority is based on a belief in the legitimacy of enacted rules and the right of those in positions of power to issue commands under those rules. In this system, obedience is owed to the legally established office rather than to an individual person. This form of authority is characteristic of modern states and bureaucracies, where procedures and laws define power.

**27.** (D) Overlapping jurisdictions to ensure flexibility.
An ideal-type bureaucracy is characterized by a clear hierarchy of authority, a system of abstract rules, and the impersonal application of those rules. It features fixed jurisdictional areas to ensure that every task is handled by a specific office with the appropriate expertise. Overlapping jurisdictions are avoided as they lead to confusion and inefficiency. The goal of this structure is to ensure maximum rationality.

**28.** (B) P-3, Q-1, R-2, S-4
Max Weber identified three primary types of authority based on the source of their legitimacy. Traditional authority relies on established customs and long-standing traditions. Charismatic authority is based on the exceptional or heroic qualities of an individual leader. Legal-rational authority depends on a belief in the legality of formal rules and procedures. Patrimonialism is a specific form of traditional authority where officials are personal retainers.

**29.** (C) Employment in the bureaucracy is based on technical qualifications and constitutes a career.
In a bureaucratic system, employment is based on technical qualifications and constitutes a career for the official. This ensures that the organization is staffed by competent individuals who are selected through objective criteria rather than personal favoritism. Officials are typically appointed rather than elected, and their progress is governed by seniority or merit. This professionalization of the workforce contributes to the stability of administration.

**30.** (D) Legal-Rational Authority
A civil service system that utilizes competitive examinations for recruitment and bases promotion on merit or seniority is a practical application of legal-rational authority. This approach ensures that administrative positions are filled based on objective competence and standardized rules rather than personal influence. Such a system promotes fairness and technical efficiency within the government. It reflects the transition from traditional patronage to a professionalized state bureaucracy.

**31.** (A) Luther Gulick and Lyndall Urwick
The acronym POSDCORB was coined by Luther Gulick and Lyndall Urwick to summarize the essential functions of an executive. It stands for Planning, Organizing, Staffing, Directing, COordinating, Reporting, and Budgeting. This framework provides a clear overview of the various activities required to manage a complex organization effectively. It remains one of the most famous and influential concepts in the history of classical administrative theory and general management practices.

**32.** (D) 1, 2, 3 and 4
The elements of the POSDCORB acronym describe the core responsibilities of an administrator, including planning, organizing, staffing, and directing. These functions ensure that an organization can set goals, arrange resources, manage personnel, and lead activities toward desired outcomes. By identifying these universal tasks, classical theorists sought to provide a scientific basis for management. Every

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manager must perform these roles to maintain organizational order and functional efficiency.

**33.** (B) The number of subordinates a superior can effectively supervise.
Span of control refers to the specific number of subordinates that a single superior can effectively supervise and manage. This principle is based on the idea that there is a limit to human cognitive and physical capacity for oversight. A narrow span of control leads to more hierarchical levels, while a wide span results in a flatter organization. Determining the optimal span is crucial.

**34.** (A) It originated the 'zone of indifference' concept.
The classical school of administrative thought focuses on universal principles and formal structure but did not originate the concept of the zone of indifference. That specific idea was introduced later by Chester Barnard in his study of cooperative systems. Classical theorists like Gulick and Urwick emphasized the mechanistic aspects of organization, believing that adhering to set principles would ensure efficiency across any institution.

**35.** (D) Statement I is false, but Statement II is true.
While Luther Gulick identified several principles of organization, Lyndall Urwick is noted for integrating the diverse ideas of Henri Fayol and Frederick Taylor into a synthesized theory. Urwick believed that the principles of management were universally applicable and sought to create a cohesive framework for administrative science. His work emphasized that administrative logic remains consistent regardless of the specific purpose or context of the organization.

**36.** (D) Elton Mayo
The Hawthorne experiments were a series of groundbreaking studies conducted at the Western Electric Company under the leadership of Elton Mayo. These studies initially sought to find a link between physical working conditions and productivity but eventually revealed the importance of social factors. The findings led to the development of the human relations school, which emphasizes that organizations are social systems rather than technical ones.

**37.** (A) Both A and R are true and R is the correct explanation of A.
The Hawthorne experiments demonstrated that social factors and psychological well-being determine worker output more than physical conditions like lighting. Researchers found that productivity often increased because employees felt they were receiving special attention from management, a phenomenon known as the Hawthorne effect. This revealed that workers are not merely individuals but members of a social group. Their morale and attitudes significantly influence overall efficiency.

**38.** (B) An organization is a social system, and the worker is a 'social man'.
The human relations school concludes that an organization is a social system and that the worker should be understood as a social man. Unlike the classical view of the worker as a purely economic being, this perspective emphasizes the importance of belonging, recognition, and group dynamics. Productivity is seen as being influenced more by employee satisfaction and interpersonal relationships than by technical optimization.

**39.** (D) Informal groups within an organization have a significant influence on the attitudes and productivity of workers.
A key finding of the Hawthorne experiments is that informal groups within an organization significantly influence worker attitudes and productivity. These groups develop their own norms and social structures that can either support or hinder management's goals. The studies showed that employees often respond to group pressure more than to formal incentives. Recognizing the power of these informal networks is essential for effective leadership.

**40.** (B) 1, 2, 3, and 4
The Hawthorne experiments consisted of several distinct phases, including the illumination experiments, the relay assembly test room, and the mass interviewing program. These studies highlighted the importance of personal feelings and the impact of informal group norms on output, such as in the bank wiring observation room. The findings challenged the purely mechanistic assumptions of scientific

management. They proved that human behavior in organizations is socially driven.

**41.** (C) Conclusion is a direct result drawn from the Observation.
In research and administrative studies, a conclusion is a direct result or insight drawn from specific observations. The Hawthorne experiments provided numerous observations about worker behavior that led to new conclusions about the importance of social factors. This logical process is essential for building evidence-based theories in the social sciences. By carefully analyzing observed phenomena, researchers can develop a deeper understanding of the organization.

**42.** (A) A co-active power, where power is developed and shared jointly.
Mary Parker Follett described power-with as a co-active form of power where influence is developed and shared jointly among individuals. This concept contrasts with power-over, which involves coercive control exercised by a superior. Power-with encourages collaboration and the pooling of abilities to achieve common goals. It reflects Follett's belief that organizations should be democratic and that authority should be based on cooperation.

**43.** (D) Integration
Integration is a method of conflict resolution where both parties explore their differences to find a novel solution that satisfies everyone's needs. Unlike compromise, which involves each side giving something up, integration creates a win-win outcome where no one loses. This approach requires creativity and a focus on underlying interests rather than fixed positions. It exemplifies Mary Parker Follett's humanistic and collaborative approach to management.

**44.** (A) P-4, Q-2, R-1, S-3
Administrative thought includes several important concepts like constructive conflict, which views disagreements as opportunities for innovation and growth. The law of the situation suggests that orders should come from the needs of the moment rather than from personal authority. Integration is a win-win method for resolving disputes, while circular response refers to the reciprocal influence individuals have on each other. These ideas emphasize the relational nature of management.

**45.** (C) The superiority of 'power-over' to maintain discipline.
Mary Parker Follett emphasized group dynamics and the importance of integration in resolving conflict, but she did not believe in the superiority of power-over. Instead, she advocated for power-with and the depersonalization of orders through the law of the situation. Follett viewed leadership as a functional role rather than a position of formal authority. Her work remains a foundational influence on modern theories of collaborative management and democracy.

**46.** (A) Both Statement I and Statement II are true.
Mary Parker Follett argued that orders should be depersonalized by focusing on the law of the situation, where all parties study the facts together. She believed that coordination is the most important principle of organization and can be achieved through direct contact and continuous processes. These ideas emphasize that effective administration is based on understanding functional needs rather than just following a hierarchy. It promotes a collaborative environment.

**47.** (A) Chester Barnard
Chester Barnard focused on the essential functions of an executive, which include maintaining a system of communication and formulating organizational purpose. He viewed the organization as a cooperative system where individuals must be motivated to contribute their efforts. Barnard emphasized that the role of the leader is to ensure that the formal structure and informal groups work together toward shared objectives. His work bridges classical and behavioral schools.

**48.** (C) 1, 2 and 3
Chester Barnard identified three essential functions of an executive: providing a system of communication, securing essential services from individuals, and formulating organizational purpose. These tasks are critical for maintaining the cooperation necessary for an organization to survive and succeed. Barnard believed that the executive's primary role is to manage the complex interactions between people and the formal goals

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of the system. Profit maximization was not a core function.

**49.** (B) Authority is legitimate only when it is accepted by the subordinate to whom it is addressed.
The acceptance theory of authority suggests that authority is legitimate only when the subordinate to whom an order is addressed accepts it. According to Chester Barnard, an individual will follow an instruction if they understand it, believe it is consistent with organizational goals, and find it compatible with their personal interests. This perspective shifts the focus from the source of power to the willingness of subordinates.

**50.** (A) He argued that executives should focus solely on formal structures and ignore informal groups.
Chester Barnard defined a formal organization as a system of consciously coordinated activities and recognized the critical importance of informal groups. He argued that executives must understand and manage these informal structures rather than ignoring them. Barnard also introduced the concept of the zone of indifference, where subordinates accept orders without question. His thought emphasizes that cooperation is the lifeblood of any successful organization.

**51.** (C) Herbert Simon
Herbert Simon introduced the concept of bounded rationality to describe the limitations on human decision-making. He argued that individuals are restricted by their cognitive abilities, time, and available information, preventing them from making perfectly rational choices. Instead of finding the absolute best solution, people seek options that are satisfactory. This realistic perspective shifted the study of administration from idealistic models to the actual behavior of individuals.

**52.** (A) Both A and R are true and R is the correct explanation of A.
Herbert Simon famously criticized the classical principles of administration, such as span of control and unity of command, by calling them proverbs. He argued that these principles were inconsistent and often appeared in mutually incompatible pairs, offering no scientific guidance. For example, increasing the span of control contradicts the goal of reducing hierarchical levels. Simon's critique paved the way for a rigorous, behavioral approach to administrative processes.

**53.** (C) Choose the first alternative that meets a minimum level of adequacy or is 'good enough'.
Satisficing is a decision-making strategy where individuals choose the first alternative that meets a minimum level of adequacy rather than searching for the optimal solution. Herbert Simon proposed this concept as part of his theory of bounded rationality. Because humans cannot process all possible information, they stop searching once they find a good enough option. This approach reflects the practical realities of administrative work.

**54.** (B) He introduced decision-making as the central focus for the study of administration.
Herbert Simon's most significant contribution to administrative thought was establishing decision-making as the central focus of the field. He argued that to understand how organizations function, one must analyze the processes by which choices are made. His work introduced behavioral science and logical positivism to the study of administration, moving away from prescriptive principles. This shift highlighted the importance of factual and value premises.

**55.** (C) Statement I is true, but Statement II is false.
Herbert Simon argued that administrative science should focus on factual premises, which are verifiable, while acknowledging that value premises involve ethical preferences. He introduced the fact-value dichotomy to clarify how decisions are constructed. Simon also critiqued the model of the perfectly rational economic man, suggesting instead that administrative behavior is explained by bounded rationality. This emphasizes that real-world decision-makers aim for adequacy rather than absolute maximization.

**56.** (A) 3, 1, 2, 4
The history of management thought follows a chronological progression starting with scientific management in the early twentieth century. This was followed by the human relations school, which emerged from the Hawthorne studies. Later, behavioralism became dominant, focusing on decision-making and psychology. Finally, the new public service model developed as a more

NODIA

modern approach to democratic governance. This evolution reflects a moving focus from efficiency to behavior.

**57.** (C) The decision-making process involves three phases: intelligence, design, and choice.
Decision-making theory identifies three primary phases in the process: intelligence, design, and choice. The intelligence phase involves searching the environment for conditions that require a decision. The design phase focuses on developing and analyzing potential courses of action. Finally, the choice phase involves selecting a specific alternative to implement. This structured model helps explain how administrators navigate complex problems and move toward a resolution.

**58.** (A) Bounded rationality and satisficing
When managers face complex decisions with no clear optimal solution, their behavior is typically characterized by bounded rationality and satisficing. Rather than seeking perfect rationality, which is impossible due to information limits, they look for an option that is good enough to address the situation. This process acknowledges the practical constraints of the organizational environment. It results in a decision that meets basic criteria without requiring an exhaustive search.

**59.** (D) Abraham Maslow
Abraham Maslow is the psychologist who proposed the hierarchy of needs theory to explain human motivation. He suggested that individuals are driven by a series of needs arranged in a specific order of importance. As lower-level needs are met, higher-level needs emerge as the primary motivators of behavior. This model has had a profound impact on management by helping leaders understand what drives employees at different stages.

**60.** (A) 1, 2, and 3
The hierarchy of needs theory suggests that human needs are arranged in a specific order, from physiological requirements to self-actualization. A satisfied need no longer serves as a motivator, prompting the individual to seek the next level of fulfillment. Self-actualization is the highest stage, representing the desire for personal growth and reaching one's full potential. Understanding this progression helps managers design incentive systems that align with development.

**61.** (C) The need for self-respect, achievement, recognition, and status.
Esteem needs in Maslow's hierarchy refer to the desire for self-respect, achievement, recognition, and status. Once social needs for belonging are met, individuals seek to feel valuable and appreciated by others and themselves. This level of motivation involves both internal factors like confidence and external factors like prestige. Managers can address these needs by providing feedback, awards, and opportunities for employees to demonstrate their professional competence.

**62.** (D) Self-Actualization needs
According to Maslow's theory, an employee who has secured their basic needs and social relationships will eventually seek self-actualization. This highest level of need involves the drive for personal growth, self-fulfillment, and realizing one's unique potential. It represents the desire to become everything that one is capable of becoming. Organizations that offer challenging work and autonomy are better able to motivate individuals at this stage.

NODIA

**63.** (A) Fredrick Herzberg
Frederick Herzberg developed the two-factor theory of motivation, which distinguishes between motivators and hygiene factors. He argued that certain factors in the workplace cause job satisfaction while a separate set of factors can prevent dissatisfaction. This theory suggests that merely improving working conditions or salary is not enough to truly motivate employees. Instead, managers must provide opportunities for achievement, recognition, and responsibility to foster long-term performance.

**64.** (A) P-3, Q-4, R-1, S-2
Motivation theories identify various factors that influence employee behavior, such as hygiene factors and motivators. Hygiene factors, like salary and company policies, are essential for preventing dissatisfaction but do not create high motivation. Motivators, such as recognition and responsibility, are what truly drive satisfaction and performance. Additionally, Maslow's self-actualization represents the highest human need,

while Theory X assumptions reflect a negative view of human nature.

**65.** (B) Improving hygiene factors like salary will lead to strong and long-term motivation.
Frederick Herzberg argued that hygiene factors like salary and working conditions are necessary to prevent dissatisfaction but do not lead to long-term motivation. Even when these factors are improved, they only result in a state of no dissatisfaction rather than true satisfaction. Real motivation comes from intrinsic factors related to the work itself, such as achievement and personal growth. Therefore, managers should focus on enrichment to inspire employees.

**66.** (A) Both Statement I and Statement II are true.
The two-factor theory distinguishes between hygiene factors and motivators in the workplace. Hygiene factors relate to the job context, such as salary and policies, and serve to prevent dissatisfaction when adequate. In contrast, motivator factors relate to the job content, including achievement and recognition, and lead to true satisfaction. Both types of factors are important, but they serve different purposes in the overall management of motivation.

**67.** (C) Two contrasting sets of assumptions about human nature and work.
Theory X and Theory Y represent two contrasting sets of assumptions that managers hold about human nature and work. Theory X assumes that the average person is lazy, dislikes responsibility, and must be coerced to work. In contrast, Theory Y assumes that work is natural and that people are self-directed and creative if properly motivated. These assumptions significantly influence a manager's leadership style and organizational structure.

**68.** (C) A is true but R is false.
A manager following Theory Y assumptions believes that employees are naturally motivated and seek responsibility, leading to a participative management style. This approach contrasts with Theory X, which incorrectly assumes that people are inherently lazy and avoid work. Because Theory Y views workers as capable of self-direction, the manager focuses on empowerment and collaboration rather than strict control. This positive perspective aims to align individual and organizational goals.

**69.** (C) The expenditure of physical and mental effort in work is as natural as play or rest.
A core assumption of Theory Y is that the expenditure of physical and mental effort in work is as natural as play or rest. This perspective suggests that individuals do not inherently dislike work and can find it personally fulfilling. Under the right conditions, people will exercise self-direction and self-control to achieve objectives they are committed to. This belief encourages managers to create supportive environments for engagement.

**70.** (B) Theory Y
A manager who believes their team is creative and seeks responsibility is operating under Theory Y assumptions. This perspective leads to a management style that grants autonomy and encourages participative decision-making. By trusting employees to direct their own work, the manager fosters a more engaged and innovative workforce. This contrasts with traditional, controlling approaches that assume workers lack ambition and require constant supervision to remain productive.

**71.** (B) Chris Argyris
Chris Argyris is well known for developing the immaturity-maturity theory of personality. He argued that traditional organizational structures often treat employees like children, keeping them in a state of dependency and passivity. As individuals mature, they seek more independence, responsibility, and a longer-term perspective. Argyris suggested that managers should design organizations that allow adults to express their mature personalities, which leads to higher morale and effectiveness.

**72.** (C) 1, 2 and 3
Chris Argyris contributed several influential concepts, including the immaturity-maturity continuum and the distinction between single-loop and double-loop learning. He also pioneered the use of T-groups to improve interpersonal skills and group dynamics. His work highlights the common conflict between the needs of a mature adult and the demands of a hierarchical organization. These ideas remain essential

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for understanding behavior and fostering a productive workplace and culture.

**73.** (C) A process of questioning and modifying the underlying norms, policies, and objectives.
Double-loop learning is an organizational process where individuals question and modify the underlying norms, policies, and objectives that guide their actions. Unlike single-loop learning, which focuses on correcting errors within existing rules, double-loop learning involves a deeper analysis of the system itself. This approach allows organizations to adapt effectively to complex changes and solve fundamental problems. It encourages a culture of reflection and improvement.

**74.** (A) They create conditions of dependency and submissiveness, which conflict with the needs of mature adults.
Chris Argyris argued that the most significant problem with traditional formal organizations is that they create conditions of dependency and submissiveness. These environments conflict with the natural development of mature adults who seek autonomy and responsibility. When employees are treated like children, they often become frustrated and less productive. To solve this, Argyris advocated for more flexible structures that align requirements with the psychological needs of adults.

**75.** (D) The Four Systems of Management
Rensis Likert identified four distinct systems of management that range from highly authoritative to fully participative. This model helps administrators understand how different leadership styles affect organizational performance and employee morale. By categorizing management behaviors, Likert provided a framework for improving effectiveness. His research suggests that moving toward a more participative approach leads to better long-term results and higher satisfaction. The model remains a key tool.

**76.** (A) P-3, Q-4, R-1, S-2
Likert's management systems describe a progression from exploitative authoritative to participative group styles. System 1 uses fear and downward communication, while System 2 involves a master-servant relationship with some rewards. System 3 involves substantial trust and consultation with subordinates. Finally, System 4 is characterized by complete trust and widespread, integrated decision-making. This framework helps organizations identify their current style and work toward a more collaborative participative model.

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**77.** (C) He advocated for System 4 (Participative Group) as the ideal and most effective system.
Rensis Likert advocated for System 4, the participative group model, as the most effective management style for achieving high productivity and satisfaction. He believed that traditional, authoritative systems often fail to utilize the full potential of employees. By fostering open communication, group goal-setting, and high levels of trust, organizations can improve their performance. Likert's work emphasizes that the way people are managed determines organizational success.

**78.** (D) System 4
A manager who fosters open communication and encourages group goal-setting is operating under System 4 of Likert's management model. This participative style relies on high levels of trust and involves employees in the decision-making process. By creating a collaborative environment, the manager increases commitment and improves the overall effectiveness of the team. This approach contrasts with authoritative styles that rely on top-down commands and limited involvement.

**79.** (A) Post-World War II debate on the politics-administration dichotomy.
Dwight Waldo is a key figure in public administration known for his critical perspective on the politics-administration dichotomy after World War II. He argued that administration is not a neutral, value-free science but is deeply embedded in political and social philosophy. Waldo's work challenged the traditional quest for universal principles, emphasizing that administrative actions involve ethical choices and political consequences. His ideas significantly influenced modern administrative theory.

**80.** (A) Both A and R are true and R is the correct explanation of A.
Public administration is inherently political because administrative decisions are laden with values rather than being neutral, technical implementations. This perspective recognizes that administrators often make choices that involve the allocation of resources and the interpretation of public policy. Because these decisions impact society, they cannot be separated from the political context in which they occur. Understanding this relationship is essential for recognizing the real-world complexities of governing.

**81.** (B) Public administration must be understood within its political and social context.
Public administration must be understood within its political and social context because it is a field of political theory and social philosophy. This perspective rejects the idea that administration can be a value-free science focused solely on efficiency. Instead, it emphasizes that administrative practices are shaped by the values and goals of the society they serve. Administrators must be aware of these influences to operate effectively in government.

**82.** (A) The field of comparative public administration.
Ferrel Heady is a leading scholar whose primary work focused on the field of comparative public administration. He analyzed how different administrative systems are shaped by their political, economic, and social environments. By developing models for comparison, Heady helped the discipline move beyond a narrow focus on Western systems. His research emphasizes that administration is an ecological process, where the setting is as important as the structure.

**83.** (C) Ferrel Heady
A scholar who analyzes civil service systems across different countries to understand their contextual influences follows the intellectual tradition of Ferrel Heady. This approach is central to comparative public administration, which seeks to identify patterns and differences in how governments operate globally. By studying these varied systems, researchers can gain a broader perspective on the limitations of administrative reform. It highlights the importance of context in governance.

**84.** (A) 1, 2, and 3
Ferrel Heady is a prominent scholar in comparative public administration who developed models for comparing administrative systems based on their political regimes. He argued that these systems are deeply embedded in their ecological settings, meaning they are influenced by surrounding social and economic factors. His work focuses on understanding how different contexts produce varied administrative outcomes. Heady's research provided a foundation for the systematic study of bureaucracy worldwide.

**85.** (C) The fields of Organization Development (OD) and the human side of organization.
Robert Golembiewski is most recognized for his contributions to organization development and the study of the human side of organizations. He focused on how to make public organizations more effective and humane through planned interventions and improved group dynamics. His work emphasizes the importance of moving away from rigid structures toward more organic and collaborative models. Golembiewski's research has been influential in applying behavioral science to public management.

**86.** (B) He critiqued bureaucracy from a humanistic and democratic perspective, advocating for more organic structures.
Robert Golembiewski critiqued traditional bureaucracy from a humanistic perspective, arguing that its rigid structures often stifle individual growth and creativity. He advocated for more organic and democratic organizational forms that can better adapt to change. His work in organization development emphasizes the importance of group dynamics and the psychological well-being of employees. By promoting these flexible models, Golembiewski sought to enhance the effectiveness of large-scale institutions.

**87.** (D) Peter Drucker
Peter Drucker is famously associated with the concept of management by objectives, which he introduced to improve organizational performance. This process involves managers and employees jointly setting specific goals

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and using them as the basis for evaluation. By aligning individual efforts with the broader objectives of the organization, MBO fosters commitment and clarity. Drucker's work revolutionized management by emphasizing results, decentralization, and the importance of knowledge workers.

**88.** (A) 1, 4, 2, 3
The history of administrative thought includes several influential thinkers who emerged in a specific chronological order. Chester Barnard explored cooperative systems in the 1930s, followed by Herbert Simon's work on decision-making in the late 1940s. Dwight Waldo then challenged the field's assumptions in the postwar era, and Peter Drucker popularized new management techniques in the following decades. This sequence reflects the discipline's growth from structures to behavior.

**89.** (C) Management by Objectives (MBO)
Management by objectives is an administrative process where managers and employees collaboratively set goals to improve organizational performance. These jointly identified objectives serve as a roadmap for individual efforts and a standard for evaluating success. This approach encourages participation and ensures that everyone is working toward the same organizational purpose. It reflects a shift away from top-down commands toward a more collaborative and results-oriented style of management.

**90.** (A) Both Statement I and Statement II are true.
Modern administrative thought emphasizes the central importance of the knowledge worker, whose primary asset is information and expertise. This perspective suggests that management practices from the business sector are often applicable and beneficial to public administration. As society becomes more complex, the ability to manage intellectual capital and foster innovation is crucial for organizational success. These ideas reflect the evolving nature of work and the need for sophisticated management.

**91.** (D) The New Public Administration (NPA)
The first Minnowbrook Conference in 1968 was a pivotal event that led to the emergence of the new public administration movement. This movement challenged the field's traditional focus on efficiency and value-neutrality, calling for more relevance and social equity. It urged administrators to become proactive agents of change who address the needs of marginalized citizens. This conference significantly shifted the agenda toward a more socially conscious and normative perspective.

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**92.** (C) 1, 2 and 3
The new public administration emphasizes several core themes, including relevance, values, and social equity. This movement rejected the traditional politics-administration dichotomy, arguing that administrators must be aware of the ethical implications of their work. By focusing on these principles, NPA sought to make public service more responsive to the needs of the community. It represents a significant departure from the purely mechanistic and efficiency-oriented models.

**93.** (B) It took place in a context of government cutbacks and the rise of managerialism.
The Minnowbrook II Conference in 1988 occurred during a period characterized by government cutbacks and the rising influence of managerialism. While it revisited the themes of the first conference, it did so within a context that increasingly emphasized privatization and efficiency. This event reflected the discipline's adaptation to a more conservative political and economic environment. It continued the tradition of reflection while acknowledging the changing realities of management.

**94.** (D) The challenges of globalization, technology, and networked governance.
The Minnowbrook III Conference in 2008 focused on the contemporary challenges of globalization, rapid technological change, and the rise of networked governance. It explored how public administration can adapt to an increasingly interconnected and complex world. This gathering continued the legacy of the Minnowbrook series by providing a forum for scholars to discuss the future of the field. It highlighted the need for more collaborative and global perspectives.

**95.** (A) Owners of the government to whom public servants are responsible.
The new public service model views citizens as the owners of government rather than just customers or clients. This perspective emphasizes that public servants are responsible to the public and should work to serve and empower them. It draws on theories of democratic citizenship to argue that the primary role of government is to facilitate collective action for the common good. This approach prioritizes building trust and collaboration with the community.

**96.** (B) P-2, Q-1, R-3, S-4
The new public service model is built on principles such as seeking the public interest and serving rather than steering. It emphasizes that the public interest is the result of dialogue and collective effort rather than a simple aggregation of individual desires. Public servants are encouraged to think strategically and act democratically to build trust with citizens. This approach values the importance of citizenship and the shared responsibility of governing.

**97.** (B) Prioritize market mechanisms and competition.
The new public service model prioritizes democratic citizenship and the public interest over market mechanisms and competition. It emphasizes that public servants should serve citizens rather than treat them as customers. This perspective values people and their contributions to the community rather than just focusing on technical productivity. It also recognizes that accountability is complex and goes beyond simple efficiency measures or market-based performance indicators like competition alone.

**98.** (A) Both Statement I and Statement II are true.
The new public service model draws heavily from theories of democratic citizenship and civil society to define the role of government. It represents a significant reaction against the market-based approach of the new public management, which emphasizes competition and efficiency. Instead, NPS focuses on the ethical responsibilities of public servants and the importance of serving the common good. Both statements correctly describe the ideological foundations and motivations of this approach.

**99.** (C) A skepticism towards grand narratives and a focus on deconstruction and local knowledge.
Postmodernism in public administration is characterized by a deep skepticism toward grand narratives and universal theories of management. Instead of seeking one best way, it focuses on deconstruction, local knowledge, and the importance of diverse perspectives. This approach highlights how language and discourse shape our understanding of administrative reality and power relations. It encourages a pluralistic view of organization that values marginalized voices and the complexity of local contexts.

**100.** (A) Both A and R are true and R is the correct explanation of A.
Postmodernist thinkers critique the idea of a single, objective public interest, arguing that it is often a dominant narrative that suppresses diverse voices. They believe that multiple publics exist, each with their own unique interests and perspectives. Therefore, the concept of a unified public interest is seen as a way to maintain existing power structures. This perspective encourages administrators to recognize and engage with many different groups in society.

**101.** (B) The analysis of texts and discourses to uncover hidden assumptions and power relations.
In the context of postmodernism, deconstruction refers to the analysis of texts and discourses to uncover hidden assumptions and power relations. It is a method used to reveal how administrative language can marginalize certain groups while privileging others. By deconstructing dominant narratives, scholars can better understand the social construction of reality in organizations. This approach challenges the idea of objective truth and encourages a more critical perspective on governance.

**102.** (C) It seeks to establish a new, scientifically proven "one best way" to administrate.
Postmodernism in public administration challenges the idea of the neutral administrator and values diverse voices in policy-making. It does not seek to establish a new, scientifically proven one best way to administrate, as it is skeptical of universal laws. Instead, it promotes the use of narrative and storytelling as valid forms of knowledge. This perspective emphasizes the complexity and plurality of administrative

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life rather than seeking a singular, standardized model.

**103.** (D) Overly mechanistic and ignoring the human element in organizations.
The classical theory of administration is frequently criticized for being overly mechanistic and ignoring the human element within organizations. By focusing primarily on formal structure and technical efficiency, it often treats employees like components of a machine. This approach neglects the importance of social dynamics, emotions, and the psychological needs of the workforce. Critics argue that this mechanistic view leads to a rigid work environment that fails to utilize human potential.

**104.** (D) Chester Barnard
Chester Barnard is the administrative thinker most closely associated with the concept of the zone of indifference. This term describes a range of orders that a subordinate will accept and follow without questioning the authority of the superior. Within this zone, individuals comply with instructions because they fall within the expected boundaries of their role. Understanding this concept is crucial for analyzing the limits of authority and the dynamics of cooperation.

**105.** (A) 1, 2, and 3
Both Frederick Taylor and Henri Fayol are key contributors to the classical school of management, but they focused on different organizational levels. Taylor concentrated on efficiency at the shop floor, while Fayol emphasized the universal functions of top management. Fayol presented his principles as flexible guidelines, whereas Taylor sought the one best way to perform tasks. Together, their work highlights the focus on formal structure and technical optimization defined by the classical era.

**106.** (B) F. W. Taylor
A manager who breaks down tasks into simple components and trains workers to perform them repetitively is applying the principles of scientific management. This approach, developed by Frederick Taylor, aims to maximize industrial efficiency through standardization and technical optimization. By defining the most efficient way to complete a job, management can ensure high levels of productivity. This method prioritizes technical control over the broader psychological or social needs of employees.

**107.** (C) A monarch who inherits the throne.
Traditional authority is based on an established belief in the sanctity of long-standing customs and the legitimacy of those exercising power under them. A monarch who inherits the throne is a perfect example of this form of authority, as their right to rule is derived from tradition and lineage. This contrasts with authority based on personal charisma or formal, legal rules. In traditional systems, obedience is owed to the person of the ruler.

**108.** (A) 2, 3, 1, 4
Administrative thinkers emerged in a specific chronological order based on the periods of their most influential contributions. Henri Fayol published his general management principles in the early twentieth century, followed by Mary Parker Follett's work on group dynamics. Dwight Waldo then influenced the field during the postwar era, and Peter Drucker became prominent in the mid-twentieth century and beyond. This progression reflects the evolution from classical to modern perspectives.

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**109.** (B) Factual statements are verifiable, while value statements are ethical preferences.
The fact-value dichotomy refers to the distinction between factual statements, which are verifiable through observation, and value statements, which reflect ethical preferences. Herbert Simon argued that administrative decisions are composed of both types of premises. Understanding this difference is essential for a scientific study of administration that seeks to analyze how choices are made. While facts can be tested objectively, values are based on subjective judgments about what is desirable.

**110.** (B) Workers' productivity can improve simply because they are being given special attention.
The Hawthorne effect refers to the observation that workers' productivity often improves simply because they feel they are receiving special attention from researchers or management. This finding suggests that the social and psychological experience of being studied can influence behavior more than changes in

physical conditions. It highlights the importance of human factors in performance and challenges the idea that employees respond only to technical or economic incentives.

**111.** (B) P-3, Q-4, R-1, S-2
Motivation and management theories are associated with several key thinkers and their concepts. Douglas McGregor developed Theory X and Theory Y, while Rensis Likert identified the System 4 management model. Chris Argyris proposed the immaturity-maturity continuum to explain employee development. Frederick Herzberg is known for the two-factor theory, which distinguishes between hygiene factors and motivators. These diverse perspectives help managers understand human behavior and improve performance through effective leadership styles.

**112.** (C) Safety needs
In Maslow's hierarchy of needs, safety needs must be satisfied before an individual becomes concerned with social needs. Once basic physiological requirements like food and shelter are met, the person seeks security, stability, and protection from harm. Only after these safety concerns are addressed can the individual focus on building relationships and achieving a sense of belonging. This progression explains how people prioritize their desires as they seek to achieve fulfillment.

**113.** (C) A true but R is false.
The new public service model advocates for public servants to serve rather than steer, acting as facilitators for citizen action. This perspective rejects the idea that government should impose expertly designed solutions on society without public input. Instead, it emphasizes that the role of administrators is to help citizens articulate and meet their shared interests through dialogue. This approach is based on a commitment to democratic values, community engagement, and the public interest.

**114.** (D) Impersonality leading to fairness
Bureau-pathology refers to the dysfunctional and unintended consequences of a bureaucratic system, such as red tape, trained incapacity, and goal displacement. These issues arise when rules and procedures become more important than the actual goals of the organization. However, impersonality is considered a rational characteristic of bureaucracy intended to ensure fairness and objectivity. While it can sometimes lead to perceived coldness, it is not a pathology in the same sense as administrative inefficiency.

**115.** (A) 1, 2 and 3
The behavioral approach to administration emphasizes the scientific study of human behavior within organizations and focuses on decision-making as a central process. This school of thought rejected the classical principles of management as unscientific proverbs that lacked empirical evidence. By applying insights from psychology and sociology, behavioralists sought to develop a more realistic understanding of how people act in formal structures. This perspective highlights the complexity of administrative life beyond simple mechanistic models.

**116.** (C) The high-ranking ministers or officials
In the Kautilyan administrative tradition, Amatya refers to the high-ranking ministers or officials who assist the king in governing the state. These individuals are responsible for managing various departments and ensuring that the king's orders are carried out effectively. The selection of competent and loyal ministers was considered essential for the stability and success of the kingdom. This bureaucratic layer serves as the vital link between the sovereign and the overall state administration.

**117.** (A) Both Statement I and Statement II are true.
Both Lyndall Urwick and Luther Gulick are considered primary architects of the classical school of management. Urwick was a strong advocate for the universal applicability of administrative principles, believing that the logic of organization remains the same regardless of the context. Their combined work provided a structured framework for the discipline by emphasizing formal hierarchy, specialization, and coordination. These ideas formed the basis of traditional management theory for much of the twentieth century.

**118.** (A) Mary Parker Follett
Mary Parker Follett is the administrative thinker who introduced the concepts of compromise and integration as specific methods for resolving

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conflict. She believed that traditional approaches like domination were ineffective for building long-term cooperation. Instead, she advocated for integration, which involves finding a creative solution that satisfies the needs of all parties without anyone having to lose. Her work emphasized the importance of constructive conflict and collaborative problem-solving in achieving overall organizational success.

**119.** (C) New Public Management (NPM)
Peter Drucker's emphasis on decentralization, innovation, and management by objectives has been highly influential in the development of the new public management movement. This approach seeks to apply business sector techniques to government agencies to improve efficiency and performance. By focusing on results and giving more autonomy to managers, NPM aims to make public services more responsive and efficient. Drucker's ideas on organizational effectiveness provided much of the intellectual foundation for these reforms.

**120.** (B) Postmodernism
Postmodernism is the approach to public administration that places the most emphasis on discourse, narrative, and deconstruction. This perspective is skeptical of grand theories and universal laws, focusing instead on how language shapes our social reality and power structures. By analyzing the stories and language used in organizations, postmodernists uncover hidden assumptions and marginalized voices. This pluralistic view encourages a critical and reflective understanding of administration that values local knowledge and complexity.

**121.** (B) There is a conflict between the needs of a mature personality and traditional organizational structures.
The immaturity-maturity theory suggests that there is a fundamental conflict between the needs of a mature personality and the demands of traditional hierarchical organizations. Chris Argyris argued that as people develop, they seek independence and responsibility, but bureaucracies often require them to be passive and dependent. This incongruity can lead to frustration and reduced productivity among employees. To fix this, organizations should create more flexible environments that support human growth and autonomy.

**122.** (C) Working Conditions
In the context of motivation theory, working conditions are considered a hygiene factor rather than a true motivator. According to Frederick Herzberg, these external factors are essential for preventing dissatisfaction but do not lead to high levels of long-term job satisfaction. Even if working conditions are excellent, employees will not be genuinely motivated unless they also have opportunities for achievement and recognition. Therefore, managers must address both environmental and internal factors to inspire high performance.

**123.** (D) Allow for horizontal communication, bypassing the long hierarchical route.
The gangplank is a mechanism designed to allow for horizontal communication between employees at the same hierarchical level, bypassing the formal scalar chain. This concept facilitates quicker coordination and decision-making by permitting direct contact between departments without going through the entire vertical line of authority. It is intended to improve efficiency in situations where following the strict hierarchy would cause delays. While it provides flexibility, it remains an exception to classical principles.

**124.** (B) It is an analytical construct used to highlight features for study.
An ideal type in bureaucratic theory is an analytical construct used to highlight the most essential features of a particular phenomenon for systematic study. Developed by Max Weber, it is not meant to represent a perfect organization or an empirical reality but rather to provide a model for comparison. By defining these core rational characteristics, researchers can analyze how real-world organizations deviate from or align with the rational-legal framework. It is a conceptual tool.

**125.** (B) 2, 3, and 4
An ideal-type bureaucracy is characterized by several rational features, including a system of rules that ensures uniformity and a well-defined hierarchy of authority. It also features a division of labor where tasks are handled by

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specialized offices and the impersonal conduct of official business. These characteristics aim to maximize efficiency and objectivity. By removing personal favoritism and bias, the bureaucratic structure ensures that administrative processes are predictable and reliable for all organizational members.

**126.** (C) Supervise employees closely and use tight controls.
A manager operating under Theory X assumptions believes that employees are naturally lazy and must be closely controlled through threats and strict supervision. This perspective leads to a management style characterized by tight oversight and a lack of delegation, as the manager trusts very little to the subordinates. The focus is on using authority and punishment to ensure productivity. This approach reflects a pessimistic view of human nature and ignores the potential for internal self-motivation.

**127.** (B) The perceived irrelevance and value-neutrality of public administration.
The first Minnowbrook Conference was a reaction against the perceived irrelevance and value-neutrality of the field of public administration. Scholars at the time felt that the discipline was too focused on technical efficiency while ignoring the pressing social issues of the day. This gathering led to the development of the new public administration, which called for a more socially conscious and proactive approach to government. It emphasized relevance, social equity, and administrative activism in practice.

**128.** (C) A is true but R is false.
Administrative decision-making is characterized by bounded rationality, meaning that individuals are limited by their cognitive abilities and the information available to them. This realistic perspective, proposed by Herbert Simon, acknowledges that administrators cannot have complete knowledge of all alternatives and their consequences. Instead of making perfectly rational choices, they seek solutions that are good enough or satisfactory. This concept explains why real-world decisions often prioritize practical adequacy over absolute theoretical perfection and utility maximization.

**129.** (C) Chester Barnard
Chester Barnard is considered a bridge between the classical and behavioral schools because he viewed the organization as a cooperative system of human activity. He emphasized that the success of an enterprise depends on the willingness of individuals to contribute their efforts toward a shared purpose. Barnard's work integrated formal structures with the importance of informal groups and the role of the executive in maintaining coordination. His insights paved the way for modern behavioral organizational theory.

**130.** (B) Mary Parker Follett
The concept of the law of the situation was given by Mary Parker Follett to describe how orders should arise from the specific needs of a situation. She argued that authority should be depersonalized, with both superiors and subordinates studying the facts together to determine the best course of action. This approach replaces arbitrary commands with a rational response to functional requirements. It emphasizes that effective leadership is based on understanding situational needs rather than just formal hierarchy.

**131.** (A) P-1, Q-2, R-3, S-4
Administrative thought features key works that define the contributions of major thinkers. Herbert Simon wrote Administrative Behavior to explore decision-making, while Peter Drucker authored The Practice of Management to popularize new techniques. Kautilya's ancient treatise, the Arthashastra, provided early insights into statecraft, and Chester Barnard wrote The Functions of the Executive to analyze cooperative systems. These texts remain foundational to our understanding of how organizations are structured and managed across different historical periods and contexts.

**132.** (B) Benevolent Authoritative (System 2)
The benevolent authoritative management style, known as System 2, is characterized by a master-servant relationship where there is some trust in subordinates. In this system, motivation is primarily achieved through rewards and some punishment, and communication is mostly downward. While it is less restrictive than an exploitative system, decision-making still

NODIA

remains concentrated at the top. This model reflects a traditional and paternalistic approach to leadership that allows for limited employee involvement in the organization's management.

**133.** (B) Integration of ethics, politics, and administration within a monarchical framework.
The Oriental approach to administration, as exemplified by Kautilya, is characterized by the integration of ethics, politics, and administration within a monarchical framework. This perspective views statecraft as a holistic art designed to ensure the prosperity and order of the kingdom under a sovereign ruler. It differs from modern Western models that often seek a scientific separation of these elements. The approach emphasizes the moral and strategic duties of the king in governing his subjects effectively.

**134.** (D) Enhance effectiveness through planned, collaborative interventions.
Organization development in the public sector aims to enhance the effectiveness of government agencies through planned and collaborative interventions. This approach uses behavioral science knowledge to improve organizational processes, group dynamics, and employee engagement. By fostering a more adaptive and humane work environment, OD helps public institutions better respond to change and meet the needs of the community. It focuses on achieving long-term improvements in both organizational health and performance through broad participation and reflection.

**135.** (A) 1, 2 and 4
The new public service perspective is inspired by democratic theory and views the public interest as a goal achieved through collective dialogue. This model emphasizes that the primary role of public servants is to serve and empower citizens rather than acting as market entrepreneurs who steer society. It recognizes that administrators have a responsibility to foster meaningful engagement and build trust within the community. This approach prioritizes the values of citizenship and shared governance for the public good.

**136.** (B) Cooperation and mutual interest between management and workers.
The mental revolution proposed by Frederick Taylor was intended to foster a spirit of cooperation and mutual interest between management and workers. By shifting the focus away from conflict over wages and toward increasing productivity, both parties could achieve greater prosperity. This psychological change was necessary for the successful implementation of scientific management. It aimed to replace the traditional adversarial relationship with a shared commitment to organizational goals and the scientific and systematic optimization of work.

**137.** (C) Mary Parker Follett
Mary Parker Follett suggested that authority should stem from the law of the situation rather than from formal hierarchical positions. This concept encourages superiors and subordinates to study the facts together and take orders from the functional requirements of the moment. By depersonalizing authority, this approach fosters a more collaborative and rational work environment. It emphasizes that the most effective course of action is determined by the specific needs and realities of the organizational situation.

**138.** (A) 4, 1, 2, 3
Administrative milestones followed a chronological order starting with Henri Fayol's general management principles in the early twentieth century. Max Weber's theory of bureaucracy also became influential during this period. Later, the Hawthorne experiments shifted the focus to human relations in the 1920s and 30s. Finally, the first Minnowbrook Conference in 1968 marked the birth of the new public administration. This progression highlights the discipline's movement from formal structures toward social and behavioral perspectives on organizational governing.

**139.** (C) Giving the employee more responsibility and recognition.
According to motivation theory, giving an employee more responsibility and recognition is the most effective way to increase job satisfaction. Frederick Herzberg's research showed that these intrinsic motivators are what truly drive performance and long-term commitment. In

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contrast, improving hygiene factors like salary or office furniture only prevents dissatisfaction rather than fostering genuine motivation. Therefore, managers should focus on job enrichment to help employees feel a sense of achievement and professional growth within their organizational roles.

**140.** (B) Administrative systems are shaped by their social, economic, and political environments.
The ecological approach to comparative public administration suggests that administrative systems are deeply shaped by their social, economic, and political environments. Developed by scholars like Ferrel Heady and Fred Riggs, this perspective argues that an organization cannot be understood in isolation from its context. Factors like culture, technology, and national history all influence how bureaucracy functions in a particular country. This framework highlights the importance of environmental awareness for successful administrative reform and global comparison.

**141.** (B) Peter Drucker
The concept of the knowledge worker is a central contribution of Peter Drucker, who recognized that intellectual capital is the most important asset in modern society. Knowledge workers are individuals whose primary productivity comes from their expertise, information processing, and creativity rather than manual labor. Drucker argued that managing these workers requires a shift away from traditional hierarchical control toward more autonomy and continuous learning. This focus has significantly influenced modern management practices and organizational development today.

**142.** (C) The language used to see whose voices are included and excluded.
A postmodern analysis of a government policy document would likely focus on the language used to see whose voices are included or excluded. This approach uses deconstruction to uncover the hidden assumptions and power relations embedded in administrative discourse. Instead of looking at efficiency or cost-benefit ratios, the researcher analyzes how the text shapes reality and privileges certain perspectives over others. This critical perspective values diverse viewpoints and challenges the idea of objective administrative truth.

**143.** (D) Bounded Rationality
Henri Fayol identified fourteen principles of management to guide organizational operation, including unity of command, division of work, and esprit de corps. However, bounded rationality is not one of his principles; it was introduced much later by Herbert Simon as part of the behavioral school. Fayol's work focused on providing a comprehensive framework for the structural and functional aspects of administration. His principles remain a fundamental part of classical management theory and were intended for universal application.

**144.** (D) Self-Actualization
Self-actualization is the highest level in Abraham Maslow's hierarchy of needs, representing the drive for personal growth and realizing one's full potential. At this stage, individuals are motivated to become everything they are capable of being through creativity and self-fulfillment. This need emerges only after lower-level requirements like physiological needs, safety, and social belonging have been met. For managers, understanding this desire for personal development is key to motivating highly skilled and experienced employees effectively.

**145.** (A) 1, 2, 3, and 4
The human relations approach views the organization as a social system where informal group dynamics significantly influence worker behavior. It emphasizes that non-economic rewards and a sense of belonging are powerful motivators and that leadership should be more democratic. This school of thought rejects the assumption of the economic man, focusing instead on the social and psychological needs of employees. These features highlight the shift from mechanistic models to more people-oriented perspectives in administration.

**146.** (B) Budgeting
In the POSDCORB acronym, the letter B stands for budgeting, which involves the financial planning and fiscal control of an organization. Coined by Luther Gulick and Lyndall Urwick, this framework outlines the essential functions of an executive. Budgeting ensures that resources

NODIA

are allocated efficiently to achieve organizational goals and provides a mechanism for monitoring performance. It is a critical task for any administrator and remains a central component of the classical perspective on administrative management.

**147.** (C) Statement I is true, but Statement II is false.
Charismatic authority is inherently unstable because it depends on the exceptional qualities of an individual leader and tends to be routinized over time. As the initial charismatic appeal fades, the system must transform into a more stable form like traditional or legal-rational authority to survive. During the charismatic phase, the administrative staff usually consists of loyal followers rather than professional bureaucrats. Both statements highlight the volatile nature of this authority type and its need for long-term institutionalization.

**148.** (C) A is true but R is false.
Integration is considered an ideal method for resolving conflict because it seeks a win-win solution where the needs of both parties are met. Unlike domination, which involves one side winning and the other losing, integration uses creativity to find a novel outcome that satisfies everyone. This approach reflects Mary Parker Follett's belief in the importance of constructive conflict and collaborative problem-solving. By focusing on underlying interests, administrators can build stronger cooperation and improve overall organizational harmony.

**149.** (C) Rensis Likert
The linking pin model was developed by Rensis Likert to describe how organizations can improve coordination through overlapping group memberships. In this model, an individual acts as a member of one group and a leader of another, serving as a vital link for communication between different levels. This structure facilitates the flow of information and ensures that different parts of the organization are integrated. It reflects Likert's emphasis on participative management and group goals.

**150.** (B) The politics-administration dichotomy and the quest for scientific principles.
Dwight Waldo is famous for his critique of the politics-administration dichotomy and the quest for universal scientific principles of administration. He argued that public administration is inherently political and value-laden rather than a neutral, technical science. Waldo believed that administrators must recognize their role in the political process and the ethical implications of their decisions. His work challenged the field to move beyond simplistic mechanistic models toward a more critical understanding of its democratic and social contexts.

**151.** (A) P-1, Q-2, R-3, S-4
Administrative perspectives focus on various core elements, such as scientific management's emphasis on shop-floor efficiency and the new public service's focus on citizenship. Behavioralism centers on decision-making and the concept of bounded rationality, while postmodernism utilizes the deconstruction of grand narratives to analyze organizational life. These different schools of thought provide unique frameworks for understanding how administration functions in various contexts. They reflect the theoretical diversity and evolution of the discipline over the last century.

**152.** (C) Staffing
In the POSDCORB acronym, the letter S represents staffing, which is the process of recruiting, training, and maintaining a competent workforce. Coined by classical theorists, this framework identifies the essential activities required to manage an organization effectively. Staffing ensures that the organization has the right people in the right roles to achieve its objectives. It remains a fundamental responsibility for any administrator and is critical for ensuring the long-term success and technical efficiency of public institutions.

**153.** (B) Social Equity
A core tenet of the new public administration movement was a strong commitment to social equity. Scholars associated with this movement argued that the field should move beyond technical efficiency and value-neutrality to address social injustices. They urged administrators to prioritize the needs of marginalized groups and act as proactive agents of change within the government. This normative shift significantly influenced the development of the discipline by

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making values and social responsibility a central focus.

**154.** (B) Bounded Rationality
Bounded rationality is the concept that describes the limits on human cognitive ability to process information for decision-making. Proposed by Herbert Simon, it suggests that because people have limited time and information, they cannot make perfectly rational choices. Instead, they seek solutions that are satisfactory and good enough for the current situation. This realistic perspective shifted the study of administration from idealistic models to the actual behavior of individuals as they navigate organizational life.

**155.** (B) 1, 2 and 4
Organizational humanism is a school of thought associated with thinkers like Chris Argyris, Rensis Likert, and Douglas McGregor. These scholars emphasized the importance of aligning organizational goals with human needs and fostering a more participative and democratic work environment. Their work challenged the rigid structures of traditional bureaucracy and scientific management, calling for more flexible and empowering models. By focusing on psychological growth and group dynamics, they sought to improve both individual and overall effectiveness.

**156.** (B) Human Relations
The human relations school emphasizes that the willingness of individuals to contribute their efforts is essential for any cooperative system. This perspective arose from the Hawthorne experiments, which showed that social and psychological factors are more important than physical working conditions. It views the organization as a social structure where informal groups and employee morale are critical for success. This approach moved the discipline away from mechanistic models toward a more sophisticated understanding of human motivation.

**157.** (A) Motivators are related to job content, while hygiene factors are related to job context.
The fundamental difference between motivators and hygiene factors is that motivators relate to the job content, while hygiene factors relate to the job context. According to Frederick Herzberg, hygiene factors like salary and working conditions are necessary to prevent dissatisfaction but do not lead to long-term motivation. True motivation comes from motivators such as achievement, recognition, and personal growth. Understanding this distinction helps managers design jobs that not only provide stability but also inspire employees.

**158.** (B) Mary Parker Follett
The concept of constructive conflict is associated with Mary Parker Follett, who believed that disagreements should be viewed as opportunities for innovation. Instead of trying to avoid or suppress conflict, she argued that administrators should use it to find creative new solutions through integration. This approach turns potential friction into a positive force for organizational growth and improvement. Follett's humanistic perspective emphasizes the importance of collaboration and the dynamic nature of interpersonal interactions within an organization.

**159.** (C) The dysfunctions of bureaucracy.
Excessive paperwork and rigid adherence to rules, even when they are counterproductive, are examples of the dysfunctions of bureaucracy. These issues, often called bureau-pathologies, occur when the means of administration become more important than the actual goals of the organization. While the bureaucratic model is designed for rationality and efficiency, its strict hierarchy and rules can sometimes lead to inflexibility. Understanding these pathologies is essential for recognizing the limitations of traditional large-scale administrative systems.

**160.** (D) Chester Barnard
Henri Fayol, Luther Gulick, and Lyndall Urwick are all considered classical theorists who focused on universal principles of management and formal organizational structure. However, Chester Barnard is not typically categorized as a classical theorist in the same sense; his work on cooperative systems and informal organizations serves as a bridge to later behavioral schools. While he shared some concerns with the classical era, his focus on the human aspects of management distinguishes his approach.

NODIA

**161.** (C) Postmodernism
Postmodernism is an approach to public administration that involves analyzing texts to uncover underlying assumptions and power dynamics. This perspective uses deconstruction to reveal how administrative language shapes our understanding of reality and can marginalize certain groups. By focusing on discourse and narrative, postmodernists challenge the idea of objective truth and universal management principles. They value diverse voices and local knowledge, emphasizing that administrative life is a complex social construction rather than a rational technical process.

**162.** (A) Both Statement I and Statement II are true.
Organization development can be successfully applied to public organizations to enhance their overall effectiveness and responsiveness. This approach focuses on creating more humane and less bureaucratic structures by using behavioral science knowledge and planned interventions. By improving group dynamics and employee engagement, public institutions can better adapt to change and meet the needs of the community. Both statements correctly describe the goals and potential impact of using OD strategies to transform large government agencies.

**163.** (C) Comparative public administration
The primary contribution of Ferrel Heady to the field of public administration lies in his work on comparative public administration. He analyzed how different government systems are shaped by their unique historical, social, and political contexts. By providing frameworks for systematic comparison, Heady helped the discipline move beyond a narrow Western focus toward a more global perspective. His research emphasizes that understanding the ecological setting of a bureaucracy is essential for studying its organizational functional effectiveness.

**164.** (B) Chris Argyris
Chris Argyris introduced the concepts of single-loop and double-loop learning to explain how organizations process information and adapt to change. Single-loop learning involves correcting errors within existing rules, while double-loop learning requires questioning and modifying the underlying norms and objectives themselves. This deeper level of learning allows organizations to solve fundamental problems and adapt to complex shifts in their environment. Argyris's work highlights the importance of critical reflection and organizational health for achieving effectiveness.

**165.** (B) 1 and 2 only
In an ideal-type bureaucracy, authority is based on legal-rational rules rather than charismatic leadership or personal dependence on a ruler. The system operates on abstract rules, recruitment is based on technical competence, and there is a clear hierarchy of offices. Statements suggesting that officials are personal retainers or that authority is charismatic are incorrect according to Weber's model. The bureaucratic structure is specifically designed to maximize rationality and technical efficiency through fixed jurisdictions and standardized administrative procedures.

**166.** (B) Theory X
A manager who believes that employees are naturally lazy and must be controlled through threats is following Theory X assumptions. This pessimistic perspective on human nature leads to an authoritative management style characterized by close supervision and a lack of trust. The focus is on using coercive power to ensure productivity rather than fostering engagement. This approach contrasts with more positive models like Theory Y, which assume that workers are capable of self-direction and responsibility.

**167.** (D) Minnowbrook II
Minnowbrook II occurred in 1988 during a period characterized by fiscal stress, political conservatism, and the rise of managerialism. This conference revisited the themes of the first Minnowbrook while acknowledging the increasing influence of privatization and the push for greater efficiency in government. It reflected the discipline's attempt to remain relevant in a changing environment that prioritized market-based solutions. This event represents an important moment in the evolution of administrative thought.

**168.** (A) Both A and R are true and R is the correct explanation of A.
The human relations school significantly challenged the assumptions of scientific management by showing that social and

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psychological factors are critical for productivity. Researchers found that workers are not just economic individuals but members of a social group whose morale and attitudes impact performance. This shift in focus revealed that interpersonal relationships and feeling valued at work are more influential than physical conditions or monetary incentives. Both statements accurately describe this groundbreaking change in management thought.

**169.** (A) The chain of command from the ultimate authority to the lowest rank.
The scalar chain refers to the formal line of authority and communication that flows from the ultimate superior to the lowest rank in an organization. This principle ensures that every employee knows who their supervisor is and where they fit within the hierarchy. It provides a clear structure for reporting and the distribution of orders throughout the system. While it maintains order, it can sometimes be bypassed using mechanisms like the gangplank to speed up communication.

**170.** (A) Herbert Simon
Herbert Simon famously criticized the classical principles of administration as mere proverbs, arguing that they lacked a scientific basis and were often contradictory. He pointed out that these principles provided no clear guidance because they often occurred in mutually incompatible pairs. Simon's work called for a more rigorous study of administrative behavior based on decision-making and empirical evidence. This critique was a turning point, leading to the development of more sophisticated behavioral and logical-positivist approaches.

**171.** (A) P-1, Q-2, R-3, S-4
Administrative thinkers are associated with various schools of thought that have shaped the discipline over time. Elton Mayo is a key figure in the human relations school, while Herbert Simon is central to behavioralism. Henri Fayol is a primary architect of classical management theory, and Max Weber developed the theory of bureaucracy. These different perspectives provide various frameworks for understanding structure, human behavior, and leadership. Their combined contributions form the rich theoretical foundation of administrative studies.

**172.** (B) The power of informal group norms to restrict output.
The bank wiring observation room phase of the Hawthorne studies demonstrated the power of informal group norms to restrict worker output. Researchers found that employees developed their own standards for what constituted a fair day's work and pressured their peers to stick to those levels. This revealed that workers were often more responsive to group pressure than to formal management incentives. It highlighted the importance of social dynamics and the informal organization in determining productivity.

**173.** (A) Acceptance Theory of Authority
The acceptance theory of authority suggests that an order's validity depends on the subordinate's willingness to follow it. Proposed by Chester Barnard, this perspective argues that authority is not absolute but is based on the person's choice to accept the instruction as legitimate. For an order to be accepted, the individual must understand it and believe it aligns with both organizational goals and personal interests. This concept emphasizes the importance of communication and consent in coordination.

NODIA

**174.** (C) The Army or Coercive Force
In Kautilya's Saptanga theory, Danda represents the army or the coercive force of the state. This limb is essential for maintaining internal order and defending the kingdom against external threats. Danda provides the power necessary to enforce laws and ensure that the king's authority is respected throughout the realm. It is one of the seven vital components that ensure the integrity and survival of the state. Kautilya viewed the just use of force as essential.

**175.** (A) 1, 2, 3, and 4
The new public administration movement emphasized several core themes, including social equity, the rejection of value-neutrality, and a focus on being client-centered and relevant. It urged administrators to become proactive agents of change who address the needs of the community rather than just technical experts. However, it did not reaffirm the politics-administration dichotomy; instead, it challenged the idea that administration could be separated from political and moral values. These principles shifted the field's agenda.

**176.** (C) Motivational
Henri Fayol identified six groups of activities that occur in all industrial undertakings: technical, commercial, financial, security, accounting, and managerial. These categories represent the essential functions required to run a business effectively. While motivation is a key task for modern leaders, it was not listed by Fayol as one of these six specific activity groups in his original framework. His model focuses on the functional structure of the organization and universal duties of administrators.

**177.** (B) Choosing an option that is adequate or "good enough".
Satisficing behavior involves choosing a course of action that is adequate or good enough to meet the current requirements rather than searching for the absolute best solution. This concept, introduced by Herbert Simon, reflects the practical reality that decision-makers have limited time, information, and cognitive capacity. Instead of perfect rationality, people use bounded rationality to find a functional option. This approach acknowledges real-world constraints and the need for efficient and timely problem-solving processes.

**178.** (A) 2, 3, 1, 4
The chronological emergence of administrative thought started with the classical theory in the early twentieth century, focusing on formal structure and efficiency. This was followed by the human relations theory, which emerged from the Hawthorne studies. Later, the new public administration movement developed in the late 1960s to emphasize social equity and relevance. Finally, the new public service model arose as a modern approach focusing on democratic citizenship and serving the public.

**179.** (C) Herbert Simon
Herbert Simon made a key distinction between programmed and non-programmed decisions in organizational settings. Programmed decisions are routine, repetitive, and can be handled using standardized procedures or rules. In contrast, non-programmed decisions are novel, unstructured, and involve complex problems that require a unique response. Simon argued that understanding these different types of choices is essential for improving decision-making processes. This framework helps administrators determine which problems can be automated and which require creative human judgment.

NODIA

**180.** (C) Secure maximum prosperity through maximum efficiency.
The primary goal of scientific management was to secure maximum prosperity for both the employer and the employee through the achievement of maximum efficiency. Frederick Taylor believed that by using scientific methods to optimize work processes, productivity could be increased significantly. This would lead to higher profits for the company and higher wages for the workers. His approach focused on standardization and technical control to ensure that industrial undertakings operated at their highest possible technical capacity.

**181.** (B) Dwight Waldo
Dwight Waldo was a prominent administrative thinker who argued that administrative decisions are inherently value-laden and challenged the politics-administration dichotomy. He believed that public administration is a form of political theory and that it cannot be reduced to a neutral, value-free science of efficiency. Waldo emphasized that every administrative act has political implications and should be understood within its social and democratic context. His critical perspective shifted the discipline away from purely mechanistic and prescriptive models.

**182.** (B) Superiors and subordinates jointly identify common goals.
Management by objectives is a collaborative process where superiors and subordinates jointly identify common goals and define each individual's areas of responsibility in terms of expected results. These agreed-upon objectives serve as the primary guide for work and the basis for evaluating performance. This approach, popularized by Peter Drucker, encourages participation and ensures that personal efforts are aligned with organizational success. It reflects a shift toward more democratic and results-oriented styles of management.

**183.** (B) Theories of democratic citizenship and civil society.
The new public service model is ideologically anchored in theories of democratic citizenship

and civil society. This perspective emphasizes that the primary role of government is to facilitate collective action and serve the common good rather than simply achieving technical efficiency or market competition. It views public servants as actors who should work collaboratively with citizens to articulate and meet their shared interests. This approach prioritizes building trust, fostering inclusion, and upholding democratic values.

**184.** (B) It is an analytical construct used to highlight features for study.
An ideal type in bureaucratic theory is an analytical construct used to highlight the most essential features of an organization for systematic study. Developed by Max Weber, it is not meant to represent a perfect model to strive for or a literal description of reality. Instead, it provides a rational-legal framework that researchers can use to compare and understand real-world structures. This conceptual tool helps identify how organizations use rules, hierarchy, and impersonality to achieve efficiency.

**185.** (A) 1, 2 and 4
Mary Parker Follett was an influential administrative thinker who advocated for integration as a method for resolving conflict and introduced the concept of the law of the situation. Her ideas are considered a significant precursor to the human relations movement because she emphasized group dynamics and collaborative power. Follett viewed power as power-with rather than power-over, suggesting that authority should be based on shared knowledge rather than coercive hierarchy. Her humanistic approach remains highly relevant in modern management.

**186.** (A) The transformation of charismatic authority into stable forms like traditional or legal-rational authority.
Max Weber described the routinization of charisma as the process by which charismatic authority is transformed into more stable forms like traditional or legal-rational authority. Because charismatic leadership is based on the exceptional qualities of an individual, it is inherently unstable and cannot last beyond the leader's lifetime without institutionalization. To persist, the system must develop formal rules or follow established traditions to ensure continuity and order. This transition is essential for the long-term survival of the organization.

**187.** (A) Both Statement I and Statement II are true.
Formal hierarchical organizations often create conditions of employee dependency and frustration because they conflict with the needs of mature adults for autonomy. Chris Argyris argued that these rigid structures can stunt psychological growth and lead to reduced motivation and performance. To bridge this gap, he suggested that organizations should use job enlargement and increased participation to align individual needs with organizational demands. Both statements accurately reflect his theory on the tension between human personality and traditional models.

**188.** (C) A is true but R is false.
Postmodernism challenges the grand narratives of progress and rationality that have traditionally dominated administrative thought. It is skeptical of the idea that there is one best way to manage organizations and instead focuses on local knowledge and diverse perspectives. However, it does not seek to establish a new grand narrative; rather, it encourages a pluralistic and critical view of social reality. Both statements accurately describe the postmodern position, which values deconstruction over universal claims of truth.

**189.** (C) Shifting focus to social and psychological factors.
The most significant legacy of the Hawthorne studies was the shift in focus toward social and psychological factors in the workplace. These experiments revealed that worker productivity is influenced by employee morale, group dynamics, and feeling valued by management. This discovery challenged the purely mechanistic assumptions of scientific management and led to the development of the human relations school. It proved that organizations are social systems where human relationships are as important as technical optimization.

**190.** (B) Chester Barnard
Chester Barnard viewed the executive's role as maintaining a cooperative system of human activity within an organization. He believed that the success of any enterprise depends on the willingness of individuals to contribute their

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efforts toward a shared purpose. The executive must ensure that communication is effective and that employees are motivated to participate in the collective undertaking. Barnard's work emphasized that administration is a social process that requires careful management of both formal and informal dynamics.

**191.** (A) P-4, Q-1, R-2, S-3
Administrative thinkers are associated with various key concepts that define their contributions. Luther Gulick coined the acronym POSDCORB to describe executive functions, while Chester Barnard introduced the zone of indifference in his study of authority. Frederick Herzberg developed the two-factor theory to explain motivation, and Herbert Simon proposed the concept of bounded rationality to describe decision-making limits. These frameworks provide different perspectives on how organizations are managed and how individuals behave within them.

**192.** (B) Theory Y
A manager who believes that work is natural and that people will exercise self-direction if they are committed to objectives is following Theory Y. This perspective assumes that individuals are inherently creative and seek responsibility in their roles. Such a belief leads to a management style characterized by autonomy, empowerment, and participative decision-making. It contrasts with more traditional, controlling approaches that assume employees dislike work and must be coerced. Theory Y encourages a positive and collaborative relationship.

**193.** (B) A manual of statecraft for a monarchical system.
The Oriental conception of administration, particularly as described by Kautilya, is best understood as a detailed manual of statecraft for a monarchical system. It provides comprehensive guidelines for the king to govern effectively, covering topics like internal security, foreign policy, and economic management. This approach integrates ethics, politics, and administration within a single cohesive framework designed to ensure the prosperity and order of the kingdom. It offers a practical and strategic view of governance.

**194.** (A) The natural development of a healthy personality.
The immaturity-maturity continuum, proposed by Chris Argyris, explains the natural development of a healthy human personality toward greater independence and responsibility. He argued that as individuals mature, they seek to move from passivity and dependence to activity and autonomy. However, traditional organizational structures often prevent this growth by requiring employees to be submissive and follow strict rules. Understanding this continuum helps managers design supportive environments that align with the psychological needs of their workforce.

**195.** (C) 1, 2, 3, and 4
The Minnowbrook conferences were significant events in public administration that provided a venue for critical reflection and setting new research agendas. The first conference gave rise to new public administration, focusing on relevance and social equity. The second conference engaged with themes of privatization and managerialism, while the third addressed the challenges of globalization and networked governance. However, they generally challenged the politics-administration dichotomy rather than endorsing it. These gatherings have played a crucial role.

**196.** (D) Organization Development (OD) and group dynamics.
Robert Golembiewski is a scholar best known for his work in organization development and the study of group dynamics. He focused on how to make public organizations more effective and humane through planned interventions that improve internal processes and human relationships. Golembiewski's work emphasizes the importance of moving toward more organic and participative structures that can better support individual growth and organizational adaptation. His research has been highly influential in applying behavioral science to management.

**197.** (B) Theories of democratic citizenship and citizenship.
The intellectual roots of the new public service model are found in democratic theory and the concept of citizenship. This approach

NODIA

emphasizes that public administration should be based on serving the common good and fostering meaningful engagement with the public. It rejects the purely economic and market-based models of governance, focusing instead on the ethical responsibilities of public servants in a democracy. NPS advocates for a collaborative and inclusive style of governing.

**198.** (C) Varna (The Caste System)
Kautilya's Saptanga theory identifies the seven limbs of the state, including the Swami, Amatya, Janapada, Durga, Kosha, Danda, and Mitra. These elements represent the king, ministers, territory, forts, treasury, army, and allies. While the caste system was a fundamental part of social structure in ancient India, it was not categorized as one of the seven primary administrative limbs of the state in this framework. The Saptanga model focuses on the functional components required for governance.

**199.** (B) Single-loop learning involves changing underlying values.
Single-loop learning involves making changes to actions and behaviors to correct errors without questioning the underlying values or goals of the organization. In contrast, double-loop learning involves a deeper process of questioning and modifying the underlying norms and objectives themselves. This distinction, introduced by Chris Argyris, is essential for understanding how organizations can adapt effectively to complex problems. While single-loop learning maintains the status quo, double-loop learning allows for more fundamental and transformative shifts in strategy.

**200.** (B) The universal functions and principles of management.
Henri Fayol's administrative theory focused on identifying the universal functions and principles of management that are applicable to any organization. He identified five core functions: planning, organizing, commanding, coordinating, and controlling, along with fourteen general principles for effective operation. Fayol's primary goal was to provide a comprehensive framework for the structural and functional aspects of administration from the perspective of top management. His work laid the foundation for modern theory by defining essential behaviors.

**201.** (B) Max Weber
Max Weber provided the classic classification of authority into three types based on their source of legitimacy: traditional, charismatic, and legal-rational. Traditional authority relies on long-standing customs, while charismatic authority is based on the exceptional qualities of a leader. Legal-rational authority is derived from a belief in formal rules and procedures. This framework remains a foundational tool for analyzing power in modern society. It explains how different systems establish legitimacy and how administrative roles are defined.

**202.** (A) Both Statement I and Statement II are true.
Peter Drucker is credited with popularizing the concept of management by objectives, which emphasizes jointly setting goals between superiors and subordinates. Both statements accurately describe the essence of MBO as a collaborative process designed to improve organizational performance and employee commitment. By involving staff in the goal-setting process, organizations can ensure that individual efforts are aligned with broader objectives. This results-oriented approach fosters clarity, accountability, and a shared sense of purpose among the workforce.

**203.** (B) To divide the work of supervision among several functional specialists.
The core idea of functional foremanship is to divide the work of supervision among several specialized foremen rather than having a single boss for each worker. Frederick Taylor proposed this system to ensure that every aspect of a task is supervised by an expert in that specific function. For example, one foreman might handle speed, while another handles repairs or discipline. This application of specialization to supervision was intended to improve efficiency and ensure workers receive expert guidance.

**204.** (D) Zone of Indifference
Herbert Simon introduced several key concepts to the study of administrative behavior, including bounded rationality, satisficing, and the fact-value dichotomy. These ideas describe the limits on human decision-making and the realistic

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behavior of individuals in organizations. However, the zone of indifference is not associated with Simon; it was a concept developed by Chester Barnard to explain the range of authority that subordinates will accept. Understanding these terms is essential for grasping the evolution of behavioral perspectives.

**205.** (B) 1, 2, 4, and 5
The POSDCORB acronym, coined by Luther Gulick and Lyndall Urwick, identifies the essential functions of an executive, including planning, organizing, coordinating, and budgeting. These elements represent the core activities required to manage a complex organization effectively and ensure that all parts work together toward a shared goal. Staffing, directing, and reporting are also part of this influential framework. Every manager must perform these roles to maintain order and efficiency. The model remains central to classical theory.

**206.** (A) NPM views citizens as customers, while NPS views them as owners/citizens.
A key difference between new public management and new public service is that NPM views citizens as customers, while NPS sees them as owners and citizens. NPM prioritizes market mechanisms and competition to improve government efficiency. In contrast, NPS is rooted in democratic theory and emphasizes collaboration and serving the common good. While NPM focuses on steering through market forces, NPS advocates for serving through dialogue and engagement. These represent fundamentally different perspectives on the public servant's role.

**207.** (B) Motivators.
Improving organizational performance by enhancing recognition, responsibility, and growth opportunities applies the principles of motivators from Frederick Herzberg's two-factor theory. He argued that these intrinsic factors are what truly drive job satisfaction and long-term commitment. In contrast, hygiene factors like salary and working conditions only serve to prevent dissatisfaction. To genuinely inspire employees, managers must focus on job enrichment and providing meaningful work that allows for achievement. This strategy fosters a more engaged workforce.

**208.** (A) Both A and R are true and R is the correct explanation of A.
Administrative acts are inherently value-laden because they involve choices that reflect ethical preferences and social priorities. Both statements correctly argue that administration cannot be separated from the political process, as decisions about resource allocation and policy implementation are, in essence, political acts. This perspective challenges the traditional dichotomy and recognizes that administrators play a significant role in shaping public outcomes. Understanding the value-driven nature of administration is essential for a realistic view of how government functions.

NODIA

**209.** (B) Douglas McGregor
The phrase "the human side of enterprise" is famously associated with Douglas McGregor, who used it to emphasize the importance of human motivation and behavior in management. He introduced Theory X and Theory Y to describe the contrasting assumptions that managers hold about their employees. McGregor argued that adopting a more positive view of human nature can lead to more effective and participative organizational practices. His work remains a foundational influence on the development of productive work environments.

**210.** (A) Ferrel Heady
Ferrel Heady is the scholar who applied an ecological framework to the field of comparative public administration. He emphasized that administrative systems are not isolated structures but are deeply influenced by their surrounding environment, including political, social, and economic factors. By analyzing these relationships, Heady provided a more sophisticated way to compare how different governments function across the globe. His research highlights that understanding the context is as important as studying the formal rules of an organization.

**211.** (A) P-4, Q-1, R-2, S-3
Administrative thinkers have made distinct contributions that define their intellectual legacy. Peter Drucker popularized management by objectives, while Ferrel Heady is a leading figure in comparative public administration. Robert Golembiewski focused on organization

different psychological and situational factors that drive human behavior at work. By applying these concepts, leaders can design more effective incentive systems and leadership styles that foster employee engagement and improve overall organizational performance.

**226.** (C) Traditional
Patrimonialism is a specific form of traditional authority identified by Max Weber where administrative officials are the personal retainers of the ruler. In this system, the boundaries between the private and public spheres are often blurred, and loyalty to the person of the leader is the primary basis for appointment. This type of authority relies on long-standing customs rather than formal legal rules or exceptional qualities of an individual. It is common in many ancient pre-modern government systems.

**227.** (C) Robert Golembiewski
Robert Golembiewski is the scholar known for defining the history of public administration by distinct phases of growth in his research. He analyzed how the field evolved from its early focus on formal principles and efficiency toward a more complex understanding of behavioral and social dynamics. His work highlights the transition toward more democratic and humanistic approaches to managing organizations. Golembiewski's contributions to organization development have been essential for applying these insights to improve the effectiveness of modern institutions.

**228.** (A) Both A and R are true and R is the correct explanation of A.
Kautilya provided a detailed and strategic framework for state administration in his treatise, the Arthashastra. This comprehensive work served as a practical guide for a monarch to run a kingdom efficiently and maintain order and prosperity. Both statements correctly describe his approach, which integrates politics, economics, and statecraft into a cohesive monarchical model. His insights on the strategic management of internal and external affairs remain a foundational part of the Oriental tradition of historical political science.

**229.** (C) Integration
Integration is a creative method of conflict resolution where both parties work together to find a solution that satisfies their underlying needs without either side having to lose. Unlike compromise, which involves each person giving something up, integration results in a win-win outcome. This approach requires openness and a focus on common interests rather than fixed positions. It exemplifies Mary Parker Follett's collaborative and humanistic view of management, emphasizing that disagreements can be turned into positive opportunities for improvement.

**230.** (B) Experimental research involving human subjects
The Hawthorne effect is a potential issue in experimental research involving human subjects because people often change their behavior when they know they are being observed. This phenomenon can lead to misleading results if researchers do not account for the impact of social and psychological factors on their participants. The discovery of this effect during studies at the Western Electric Company highlighted the importance of being aware of the social dynamics within any research environment or organizational setting.

**231.** (A) P-3, Q-1, R-4, S-2
Different schools of administrative thought hold unique views of the worker that define their management approach. Scientific management views the worker as an economic man motivated by money, while the human relations school sees them as a social man. Behavioralism focuses on the administrative man who makes decisions within limits, and the new public service model views the individual as a citizen. These various models reflect the discipline's movement from purely mechanistic views toward humanistic and democratic perspectives.

**232.** (A) The decision
Herbert Simon argued that the decision is the fundamental unit of analysis for the study of administrative behavior. He believed that to understand how organizations function, one must analyze the processes by which choices are made and the premises that guide them. This perspective moved the field away from purely

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employees are naturally motivated will foster a more engaged and self-directed workforce. This concept highlights the powerful impact of leadership attitudes on organizational culture. It encourages managers to adopt more positive views of human nature.

**219.** (B) Dehumanizing effects of excessive bureaucratization.
The iron cage of rationality is a term used to describe the dehumanizing effects of excessive bureaucratization in modern society. This concept suggests that as systems become increasingly rationalized and focused on technical efficiency, individuals are trapped in a rigid structure of rules and impersonality. While bureaucracy is designed for order, it can lead to a loss of personal freedom and creativity. This critical perspective highlights the potential negative consequences of a society driven purely by mechanistic efficiency.

**220.** (C) Argyris and Likert
Organizational humanism is most closely associated with thinkers like Chris Argyris and Rensis Likert, who focused on aligning human needs with organizational objectives. These scholars challenged the rigid and dehumanizing aspects of traditional bureaucracy, calling for more flexible and participative management styles. Their work emphasized the importance of group dynamics, psychological growth, and democratic leadership in achieving organizational success. By focusing on the human element, they sought to improve individual well-being and productivity through more supportive environments.

**221.** (A) Chris Argyris
Chris Argyris argued that there is an inherent incongruity between the needs of a mature human personality and the demands of traditional hierarchical organizations. He believed that as people develop, they seek independence and responsibility, while bureaucracies often require them to be passive and submissive. This conflict can lead to reduced morale and poor performance among employees. To fix this, Argyris advocated for organizational changes that allow individuals to express their mature personalities and reach their potential within structures.

**222.** (C) Statement I is true, but Statement II is false.
Behavioralism in administration focuses on the concept of the administrative man, who operates within the limits of bounded rationality. Unlike the idealistic economic man who seeks to maximize the single best solution, the administrative man looks for choices that are satisfactory and good enough. Both statements reflect Herbert Simon's realistic approach to decision-making behavior in organizations. This perspective acknowledges that real-world choices are constrained by time and cognitive capacity. It emphasizes adequacy over absolute perfection.

**223.** (B) Values and social equity.
The new public administration movement challenged the traditional focus on technical efficiency and value-neutrality, calling for more attention to values and social equity. This movement urged public administrators to move beyond their role as neutral experts and become proactive agents of change who address the needs of marginalized citizens. By prioritizing relevance and social justice, NPA sought to make public service more responsive to the issues of modern society. This shift significantly influenced the normative agenda.

NODIA

**224.** (A) Developing a response plan to an unprecedented disaster.
A non-programmed decision is one that deals with novel, unstructured, and complex problems that do not have established procedures for resolution. Developing a response plan for an unprecedented disaster is a perfect example, as it requires unique analysis and creative problem-solving. These choices contrast with programmed decisions, which are routine and can be handled using standardized rules. Understanding this distinction is essential for administrators as they navigate different challenges that arise in the dynamic and unpredictable organizational environment.

**225.** (C) 1, 2, 3, and 5
Motivation theory includes major contributions from thinkers like Abraham Maslow, Frederick Herzberg, and Douglas McGregor. Maslow developed the hierarchy of needs, Herzberg introduced the two-factor theory, and McGregor proposed Theory X and Theory Y. These diverse perspectives help managers understand the

development and group dynamics to improve public sector effectiveness. Dwight Waldo analyzed administrative history and emphasized the political context of the discipline. These various perspectives highlight the theoretical richness and evolving nature of management thought as it addresses structural and behavioral challenges.

**212.** (B) The continuous, reciprocal influence individuals have on each other in interactions.
Circular response is a concept in administrative thought that refers to the continuous and reciprocal influence that individuals have on each other during interactions. It suggests that communication is not a one-way process but a dynamic exchange where each person's behavior is affected by the other. Understanding this concept is essential for recognizing the complexity of interpersonal relationships and coordination. It emphasizes that effective management requires an awareness of these social dynamics and their impact on organizational harmony.

**213.** (A) Offer specific principles on 'how' to manage.
Classical theories of administration are often described as prescriptive because they offer specific principles and guidelines on how managers should operate their organizations. These theories, developed by thinkers like Fayol and Taylor, sought to provide a scientific and universal basis for management practice. By recommending set procedures for specialization and hierarchy, they aimed to ensure maximum technical efficiency. While modern researchers focus more on behavior, these classical models remain influential for their clear advice on functional aspects.

**214.** (B) Social and psychological needs of employees.
The core message of the human relations approach is that management should focus on the social and psychological needs of employees to improve performance. This perspective challenges mechanistic models by viewing the organization as a social system where worker morale and group dynamics are critical. It emphasizes that non-economic rewards and a sense of belonging are powerful motivators. By addressing these factors, managers can foster a more satisfied workforce. This approach prioritized people over formal structural models.

**215.** (A) 1, 2 and 3
The postmodern approach to public administration is characterized by skepticism toward grand theories and a commitment to using deconstruction to analyze language and discourse. It values multiple perspectives and local knowledge over universal management principles. By uncovering hidden assumptions and power relations, postmodernists provide a more critical understanding of organizational reality. Both statements correctly describe how this approach challenges traditional administrative thought. It encourages a pluralistic view of governing that recognizes the social construction of all administrative processes.

**216.** (D) Implementation Activity
Herbert Simon identified three primary phases of the decision-making process: intelligence, design, and choice. Intelligence involves searching the environment for conditions that require a decision, while design focuses on developing potential courses of action. Choice involves selecting a specific alternative to implement. Implementation is not listed as one of these three original cognitive phases in Simon's core framework. His model emphasizes the mental processes leading up to a decision. This structured approach helps explain how administrators navigate problems.

**217.** (C) New Public Service
The new public service is the approach that views the public interest as being created through dialogue and engagement with citizens. It emphasizes that the primary role of public servants is to facilitate collective action and serve the common good. Instead of acting like market entrepreneurs or following rigid rules, administrators work to build trust and empower the community. This approach is rooted in democratic theory and prioritizes the values of citizenship and shared governance for responsiveness.

**218.** (D) Douglas McGregor's work.
The idea that a manager's assumptions about their team can become a self-fulfilling prophecy is a major theme in the work of Douglas McGregor. He argued that if a manager assumes employees are lazy, their controlling behavior will make the workers passive. Conversely, assuming

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structural studies toward a more dynamic and behavioral understanding of administration. By focusing on decisions, researchers can better explain the actual conduct and performance of individuals in structures.

**233.** (B) Scalar Chain
The scalar principle in classical administrative theory is most closely related to the scalar chain, which defines the formal line of authority in an organization. This principle ensures that there is a clear chain of command from the ultimate superior to the lowest employee. It provides a structured framework for communication and the distribution of orders throughout the hierarchy. By establishing clear vertical relationships, classical theorists aimed to achieve better coordination and technical efficiency within large undertakings.

**234.** (C) Economics, agriculture, and trade.
In the Kautilyan context, Varta refers to the essential branch of knowledge concerning economics, agriculture, and trade. Kautilya viewed these activities as the material foundation of the state, providing the wealth necessary for maintaining the army and administration. By ensuring a prosperous economy, the ruler can maintain social order and defend the kingdom against external threats. This focus highlights the importance of effective resource management and financial health as a core element of ancient administrative statecraft and success.

**235.** (D) 1, 2, 3 and 4
The classical school of management is characterized by an emphasis on formal organizational structure and the search for universal principles of administration. Thinkers like Fayol, Gulick, and Urwick viewed organizations as mechanistic systems where efficiency could be maximized through specialization and hierarchy. Their work provided a prescriptive framework for managing large institutions by focusing on technical optimization and coordination. These ideas remain foundational to management theory and highlight the focus on formal logic and structural efficiency.

**236.** (B) Participative Group (System 4)
The participative group model, or System 4, is characterized by leaders who act as facilitators and coaches rather than authoritative commanders. This approach fosters high levels of trust, open communication, and group goal-setting within the organization. By empowering employees and involving them in decision-making, managers can improve both productivity and satisfaction. This collaborative style is consistent with modern behavioral perspectives that value human potential and interpersonal relationships as the primary drivers of long-term organizational health.

**237.** (A) That administrators are involved in the political process of allocation.
Challenging the politics-administration dichotomy involves recognizing that administrators are inherently involved in the political process of resource allocation and policy interpretation. This perspective argues that administrative actions are value-laden rather than being purely neutral and technical implementations. By acknowledging this reality, scholars can better understand the ethical and social consequences of administrative decisions. This shift has encouraged a more critical view of government, emphasizing the importance of values and democratic accountability in all levels of administration.

**238.** (A) Information, intellect, and expertise as key productive assets.
The focus on the knowledge worker highlights the importance of information, intellect, and expertise as key productive assets in modern society. This perspective, popularized by Peter Drucker, suggests that managing these individuals requires a different approach than traditional manual labor. Knowledge workers thrive on autonomy, continuous learning, and meaningful work that utilizes their unique skills. Recognizing their central role is essential for fostering innovation and achieving success in the complex and rapidly changing environment of contemporary organizations.

**239.** (A) Universal principles of efficient organization.
A postmodern analysis of public administration would be least interested in discovering universal principles of efficient organization. Instead, this

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**270.** (D) Its capacity for high efficiency due to precision and rationality.
Bureaucracy is considered a technically superior form of organization because it optimizes efficiency through precision and rationality. By reducing irrational and emotional factors, bureaucratic structures can attain high levels of speed and accuracy in task execution. This systematic approach allows large-scale organizations to achieve their objectives with a degree of predictability and control that other forms of authority cannot match.

**271.** (C) Social and psychological factors have a major impact on employee performance.
The Hawthorne experiments revolutionized administrative thought by highlighting the importance of human elements in the workplace. Researchers discovered that workers' performance was significantly influenced by social and psychological factors rather than just physical environment or financial incentives. This finding shifted focus toward understanding how internal group dynamics and individual feelings of being valued contribute to overall organizational productivity.

**272.** (B) productivity improves because workers feel valued and receive attention.
The Hawthorne effect describes a phenomenon where employees improve their work performance because they perceive that management is taking an interest in their well-being. This increase in productivity occurs when workers feel observed and valued as individuals within the organization. It demonstrates that psychological attention and the social atmosphere of the workplace are critical drivers of employee effort and output.

**273.** (D) creating a new solution that incorporates the desires of all conflicting parties.
Mary Parker Follett proposed integration as a constructive method for resolving organizational conflict. Unlike domination or compromise, integration involves developing a creative new solution that fully incorporates the desires and needs of all conflicting parties. This approach seeks to find a way forward that avoids sacrifice on either side, turning potential friction into an opportunity for collaborative problem-solving and innovation.

**274.** (A) It viewed the organization as a social system rather than a machine-like entity.
The Human Relations school fundamentally challenged the classical view of the organization as a machine-like entity. Instead, it conceptualized the workplace as a complex social system where informal groups and interpersonal relationships play a vital role. By prioritizing the social needs of employees over mere structural efficiency, this approach introduced a more human-centric perspective to the study of public administration.

**275.** (C) a collaborative and cooperative approach to power.
Mary Parker Follett's concept of "power-with" advocates for a collaborative and cooperative approach to authority within organizations. This perspective moves away from traditional hierarchical control, which she termed "power-over." By fostering mutual influence and shared responsibility, "power-with" encourages a more democratic and participative environment where coordination is achieved through collective effort and the integration of diverse viewpoints.

**276.** (A) The process of decision-making.
Herbert Simon argued that the fundamental essence of administration lies in the decision-making process. He believed that to understand how an organization functions, one must analyze how and why choices are made at every level. This behavioral perspective shifts the focus from structural rules to the cognitive processes of administrators, emphasizing that every administrative action is preceded by a specific decision.

**277.** (D) the consent and compliance of the subordinate.
Chester Barnard's acceptance theory of authority suggests that the legitimacy of a superior's order depends on its acceptance by the subordinate. Authority is not something that simply flows downward from a formal position; rather, it is granted by the person receiving the directive. If a subordinate chooses to comply with an instruction, the authority is validated, making communication and consent essential.

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contrast, unity of direction suggests that a group of activities with the same objective should have one plan and one leader. While they both contribute to organizational order, they focus on different aspects of coordination. Unity of command ensures clear reporting lines, while unity of direction ensures all efforts are aligned toward a single purpose.

**247.** (B) Bureaucratic impersonality.
A public official who makes decisions based on established rules without bias is behaving according to the principle of bureaucratic impersonality. This feature of the ideal-type bureaucracy is intended to ensure fairness and objectivity by treating everyone equally under the same set of laws. While it can sometimes be perceived as cold, it serves to eliminate personal favoritism and ensure that administrative processes are predictable and reliable. This rational approach is a fundamental component of modern, legal-rational government.

**248.** (A) Both A and R are true and R is the correct explanation of A.
The new public service model advocates for serving rather than steering, emphasizing that public servants should act as facilitators for citizen action. This perspective suggests that the role of government is to help citizens articulate and meet their shared interests through dialogue and community engagement. By acting as facilitators, administrators build trust and empower the public to participate in the democratic process. Both statements correctly describe this modern approach, which prioritizes the collective pursuit of interest.

**249.** (C) Physiological Needs
Physiological needs are at the base of Abraham Maslow's hierarchy of needs, representing the most basic requirements for human survival. These include essential factors like food, water, and shelter. Only after these fundamental needs are satisfied can an individual move up the hierarchy to focus on safety, social belonging, and self-esteem. Finally, they reach the stage of self-actualization. This progression helps explain how basic survival drives behavior and how priorities shift as an individual achieves physical security.

**250.** (A) Structural efficiency/control vs. human/democratic values.
Administrative thought can be understood as a dialectic between the concerns for structural efficiency and control versus human and democratic values. This tension has shaped the evolution of the field from its early focus on mechanistic models toward a deeper understanding of human behavior and citizenship. While some theories emphasize hierarchy and technical optimization, others prioritize social equity and participation. Recognizing this ongoing struggle is essential for grasping the theoretical complexity of the discipline in governing.

**251.** (B) To prevent the condition of 'Matsyanyaya' where the powerful exploit the weak.
Kautilya's administrative philosophy centers on the necessity of a powerful centralized authority to maintain societal order. By implementing a strong state, the ruler prevents the chaotic condition known as Matsyanyaya, where the strong dominate the weak. This framework ensures security through Dandaniti, effectively protecting vulnerable citizens while promoting the general well-being and stability of the entire Mauryan empire.

**252.** (A) practical guide for statecraft and detailed public administration.
The Arthashastra is interpreted as a pragmatic and comprehensive manual designed for effective governance rather than a purely abstract philosophical text. It provides exhaustive details on public administration, law, espionage, and financial management. This seminal work serves as a functional guide for rulers to manage the diverse social and economic complexities inherent in statecraft during the ancient Mauryan period.

**253.** (C) The belief that the king's happiness is intrinsically linked to his subjects' happiness.
Kautilya emphasizes that the ultimate duty of a monarch is the welfare of the people. This ancient administrative thought posits that the prosperity and satisfaction of the subjects are fundamentally intertwined with the ruler's own success and well-being. By prioritizing the happiness of the citizenry, the king fulfills his primary ethical and political obligations within the state structure.

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approach focuses on how administrative language shapes our social reality and power structures. By using deconstruction, postmodernists seek to uncover hidden assumptions and whose voices are being silenced in government discourse. They value local knowledge and multiple perspectives over the idea of a single best way to manage. This viewpoint emphasizes the complexity of all administrative processes.

**240.** (B) Group morale had a significant positive impact on output.
An unexpected finding from the Hawthorne studies was that group morale and social dynamics had a significant positive impact on output. Researchers discovered that workers often performed better when they felt valued and were part of a cohesive team, regardless of physical conditions. This result challenged the idea that productivity is solely a function of technical optimization or economic incentives. It highlighted the importance of the informal organization and interpersonal relationships in achieving organizational success and performance.

**241.** (A) Chris Argyris
Chris Argyris would be most critical of a tall hierarchical organization because such structures tend to stunt the psychological growth of employees by keeping them passive and dependent. He argued that there is a conflict between the needs of a mature personality for autonomy and the demands of traditional bureaucracy. By limiting responsibility, these organizations prevent individuals from reaching their full potential. Argyris advocated for more flexible and empowering models that support development and better align goals.

**242.** (A) Both Statement I and Statement II are false.
Motivation theory suggests that salary is a hygiene factor that prevents dissatisfaction but does not lead to high long-term satisfaction. Furthermore, achievement and recognition are motivators related to job content rather than hygiene factors. Both statements reflect Frederick Herzberg's research, which showed that true motivation comes from intrinsic factors while external conditions only maintain a basic level of adequacy. Therefore, managers cannot rely solely on financial incentives or environmental improvements to genuinely inspire their workforce.

**243.** (B) Venues for critical reflection and agenda-setting.
The Minnowbrook conferences served as crucial venues for critical reflection and agenda-setting within the discipline of public administration. These gatherings allowed scholars to discuss pressing social issues and challenge traditional administrative theories. They led to the development of new public administration and explored the impact of globalization and networked governance. By providing a forum for diverse voices, the Minnowbrook series has played a key role in the ongoing evolution of the field's commitment to social equity.

**244.** (A) Find the "one best way" and set a standard time.
The main purpose of time and motion studies was to find the one best way to perform a task and set a standardized time for its completion. This scientific approach, pioneered by Frederick Taylor, aimed to maximize industrial efficiency by analyzing every physical movement involved in a job. By eliminating wasted motion and defining the most efficient methods, management could significantly increase productivity. This process focused on technical control and specialization to ensure that work was performed correctly.

**245.** (C) 1, 2, 3, and 4
Cooperative systems are characterized by several key features, including the idea that an organization is a system of human effort and that authority depends on acceptance by subordinates. Thinking like Chester Barnard, this perspective emphasizes that the informal organization is a crucial element and that the executive's role is to maintain overall coordination. However, the economic man is not a realistic model for this approach, as it focuses on human relationships. These principles highlight the social nature of administration.

**246.** (A) 'Unity of Command' refers to one boss, while 'Unity of Direction' refers to one plan for a group with the same objective.
Unity of command is a principle stating that an employee should receive orders from only one superior to avoid confusion and conflict. In

**262.** (B) flexible guidelines to be adapted to specific situations.
Although Henri Fayol codified fourteen principles of administration, he viewed them as adaptable tools rather than absolute laws. These principles, such as unity of command and division of work, serve as flexible guidelines that managers can modify to suit different organizational contexts. This pragmatic perspective acknowledges that administrative success depends on the intelligent application of these concepts to specific circumstances.

**263.** (C) the seven principal functions of an executive.
POSDCORB is a mnemonic device used to categorize the essential activities performed by an executive within an organization. It encompasses seven key functions: planning, organizing, staffing, directing, coordinating, reporting, and budgeting. This framework serves to define the scope of administrative work and provides a structured approach for managing complex institutional processes to ensure efficient goal attainment and organizational stability.

**264.** (D) Fayol focused on top-level management while Taylor focused on the shop floor.
A major distinction between early classical thinkers lies in their level of analysis within the organizational hierarchy. While Taylor's scientific management primarily focused on optimizing efficiency at the shop-floor level through task analysis, Fayol concentrated on the role of top-level executives. Fayol sought to develop a comprehensive theory of administration that addressed the broader management and structural needs.

**265.** (A) Unity of command.
Gulick and Urwick placed immense importance on the principle of unity of command within an organizational structure. This principle dictates that every subordinate should receive orders from and report to only one superior. By ensuring a clear and singular line of authority, organizations can avoid confusion, conflicting instructions, and overlapping responsibilities, thereby maintaining discipline and improving overall administrative coordination.

**266.** (B) An analytical model outlining the core features of a rational administrative system.
In Weberian theory, an ideal-type bureaucracy is an abstract analytical construct used to identify the fundamental characteristics of rational-legal authority. It does not represent a perfect or existing organization but serves as a theoretical yardstick for comparison. This model helps scholars understand how formal rules, hierarchy, and technical competence contribute to the efficiency and predictability of modern administrative systems.

**267.** (B) Traditional and charismatic authority.
Max Weber identified three distinct types of authority that legitimize power in a society. He argued that modern civilization was transitioning toward rational-legal authority, which is based on established laws and procedures. This form of governance was increasingly displacing traditional authority, rooted in long-standing customs, and charismatic authority, which relies on the exceptional personal qualities and appeal of an individual leader.

**268.** (A) A flexible and adaptive structure with minimal rules.
Weber's model of bureaucracy emphasizes a highly structured environment defined by formal rules and a clear hierarchy of offices. Unlike more flexible or adaptive organizational forms, a rational-legal bureaucracy relies on a continuous organization of functions bound by strict procedures. This rigid adherence to rules is intended to eliminate emotional or irrational elements, ensuring that administration remains objective and precise.

**269.** (C) ensure uniform and unbiased application of rules.
The principle of impersonality ensures that bureaucratic officials perform their duties without personal prejudice or emotional involvement. By applying standardized rules and procedures uniformly to every case, the bureaucracy maintains equity and predictability for all citizens. This detachment prevents favoritism and ensures that administrative decisions are based solely on rational criteria rather than the individual whims of the officeholder.

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**254.** (D) The presence of a clear hierarchy and division of labor.
Ancient administrative frameworks detailed in the Arthashastra parallel modern classical theories through their focus on organizational structure. Both systems advocate for a well-defined bureaucracy characterized by a clear hierarchy of authority and a systematic division of labor. This structural approach aims to ensure efficiency and accountability within the administrative departments by defining specific roles and reporting lines for officials.

**255.** (C) highly contextual and specific to a particular empire.
While many later Western administrative theories attempted to identify universal principles of management, Kautilya's framework is distinctly situational. His approach is deeply embedded in the unique political, economic, and social environment of the Mauryan empire. This context-driven perspective focuses on the specific practical requirements of maintaining a welfare state and ensuring internal security within that particular historical setting.

**256.** (B) To identify and implement the "one best way" for task performance.
Scientific Management focuses on maximizing industrial efficiency by applying rigorous scientific inquiry to work processes. The primary objective is to discover the most efficient method for performing any specific task, often referred to as the one best way. By eliminating wasteful movements and standardizing procedures, this approach aims to enhance overall productivity and industrial output through precise, systematic analysis.

**257.** (D) a system where a worker receives instructions from several specialized supervisors.
Functional foremanship is a supervisory model that replaces the traditional single-manager system with a group of specialized experts. Under this arrangement, individual workers receive guidance and orders from multiple supervisors, each responsible for a distinct aspect of the production process. This division of supervisory tasks ensures that workers benefit from specialized expertise, leading to improved technical oversight and performance.

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**258.** (A) By implementing a differential piece-rate system based on performance.
To enhance productivity and drive employee motivation, the scientific management school proposed a financial incentive structure known as the differential piece-rate system. This mechanism rewards high-performing workers with higher wages per unit produced once they exceed specific performance standards. By linking individual compensation directly to output, the system aims to encourage maximum efficiency and personal effort among the workforce.

**259.** (C) a focus on cooperation to boost overall productivity and shared prosperity.
The concept of a mental revolution involves a fundamental shift in the attitudes of both managers and workers. Instead of engaging in conflict over the distribution of existing profits, both parties collaborate to increase total productivity. This cooperative focus aims to create greater wealth for the entire organization, eventually leading to enhanced prosperity for both the labor force and management.

**260.** (A) Time and motion studies to eliminate inefficient actions.
Administrative efficiency is achieved through the use of time and motion studies to examine every element of a job. These studies involve breaking down complex tasks into simple components to identify and eliminate unnecessary actions. By systematically measuring the time required for each movement, management can design more streamlined workflows that significantly improve speed and reduce human fatigue.

**261.** (D) The functions of executives and the structure of the organization.
The administrative management school shifts the analytical focus from shop-floor operations to the higher executive levels of an organization. It prioritizes the identification of universal managerial functions and the design of effective organizational structures. By establishing clear guidelines for planning, organizing, and coordinating, this approach seeks to create a systematic science of administration applicable across various types of institutions.

**278.** (B) make "good enough" choices due to various constraints.
Bounded rationality recognizes that human decision-makers have cognitive limitations and often operate with incomplete information and time constraints. Consequently, administrators cannot always find the absolute optimal solution. Instead, they act as satisficers, selecting a course of action that is "good enough" to meet their requirements. This concept challenges the classical notion of a perfectly rational decision-maker.

**279.** (C) As an essential component for communication and cohesion.
Chester Barnard viewed the informal organization positively, recognizing it as essential rather than disruptive. He argued that informal relationships and communication networks strengthen cooperation, trust, and cohesion within the formal structure. These interactions support information flow and unity among members, helping organizations function effectively. Thus, he considered informal organization a vital complement to formal administrative arrangements.

**280.** (D) Because he found them to be contradictory and not truly scientific.
Herbert Simon critiqued classical principles of administration by labeling them as "proverbs" because he found them to be mutually contradictory and lacking scientific rigor. He pointed out that for almost every principle, there was an equally plausible opposite principle. Because these concepts were not based on empirical testing or clear definitions, Simon believed they failed to provide a solid scientific foundation.

**281.** (A) Social needs.
In Maslow's hierarchy of needs, human motivation follows a specific sequence where lower-level requirements must be satisfied first. Once a person has secured basic physiological survival and physical safety, social needs become the primary driver of behavior. These include the desire for belonging, friendship, and affection. The hierarchy ensures that individuals focus on interpersonal relationships only after their immediate needs are met.

**282.** (B) Their absence can cause dissatisfaction, but their presence does not motivate.
According to Herzberg's theory, hygiene factors represent external elements like salary, working conditions, and company policies. While these factors are necessary to prevent employee dissatisfaction, their presence alone does not lead to higher motivation or job satisfaction. They serve as a baseline; if they are inadequate, workers will be unhappy, but improving them beyond a certain point does not inspire extra effort.

**283.** (B) are creative, self-directed, and seek responsibility.
A manager adopting Theory Y assumptions views employees as naturally motivated individuals who find work to be a fulfilling activity. Such a manager believes that workers are creative, capable of self-direction, and actively seek out responsibility. This positive perspective leads to a participative leadership style that encourages employee empowerment, trust, and the alignment of individual goals with organizational objectives.

**284.** (A) A sense of achievement from completing a challenging task.
Motivators are intrinsic factors that lead to genuine job satisfaction and increased effort. According to Herzberg, elements such as a sense of achievement, recognition for good work, and the opportunity for personal growth are the true drivers of motivation. Unlike hygiene factors, these motivators are tied directly to the nature of the work itself and the individual's psychological fulfillment within their professional role.

**285.** (C) An autocratic and controlling style.
Theory X assumes that most people are inherently lazy and will avoid work whenever possible. Consequently, a manager holding these beliefs will typically adopt an autocratic and controlling leadership style. This involves close supervision, the use of threats or coercion, and a reliance on rigid hierarchy to ensure tasks are completed. This approach focuses on external pressure rather than internal motivation.

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# CHAPTER 03

# Indian Administration

**1.** Which of the following was a key feature of administration during the Ancient Indian period, particularly under the Mauryas?
(A) A highly decentralized feudal structure
(B) A highly centralized bureaucratic state
(C) Governance based on religious scriptures alone
(D) Complete absence of a taxation system

**2.** Which statement accurately describes the 'Mansabdari' system under Mughal administration?
(A) A system determining the rank, salary, and military obligations of officials.
(B) A hereditary land ownership framework passed down through noble families.
(C) A purely military ranking structure with no involvement in civil administration.
(D) A formal judicial mechanism for resolving legal disputes among Mughal nobles.

**3.** Identify the incorrect statement regarding the impact of British rule on Indian administration.
(A) Introduction of a modern civil service based on merit.
(B) Establishment of the 'Rule of Law' and a formal judicial system.
(C) The complete replacement of traditional local governance institutions.
(D) Creation of a highly centralized system of governance focused on revenue collection and control.

**4.** In the context of the Indian Constitutional Framework, what is the most accurate definition of a 'Parliamentary Feature'?
(A) A system with a strict separation of powers between the executive and legislative branches.
(B) A system where the head of state is also the head of government.
(C) A system where the judiciary has the power to appoint the Prime Minister.
(D) A system where the executive is responsible to and drawn from the legislature.

**5.** Consider the following statements:
**Statement I :** The Indian Constitution provides for a federal system with a strong unitary bias.
**Statement II :** The Union Government has the power to redraw state boundaries and create new states.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**6.** Which of the following is NOT a federal feature of the Indian Constitution?
(A) Written Constitution
(B) Single Citizenship
(C) Division of Powers
(D) Bicameral Legislature

**7.** Who administers the oath of office to the President of India?
(A) The Prime Minister of India
(B) The outgoing President
(C) The Speaker of the Lok Sabha
(D) The Chief Justice of India

**8.** The following questions consist of two statements — Assertion (A) and Reason (R). Answer these questions selecting the appropriate option.
**Assertion (A) :** The Council of Ministers is collectively responsible to the Lok Sabha.
**Reason (R) :** The ministers hold office during the pleasure of the President, but they are chosen from the party or coalition that has a majority in the Lok Sabha.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

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participating in goal setting, employees gain a clearer understanding of their roles and are more motivated to achieve targets.

**294.** (B) Organization Development (OD).
Robert Golembiewski was a leading pioneer in Organization Development (OD), a field that applies behavioral science knowledge to manage planned organizational change. His work focused on using specific interventions to improve institutional effectiveness while simultaneously enhancing the well-being of employees. Golembiewski advocated for creating more humane and collaborative organizational cultures, emphasizing the importance of open communication and interpersonal trust in successful transformations.

**295.** (C) They collectively moved administrative thought towards more critical, comparative, and value-based perspectives.
The four writers discussed—Waldo, Heady, Golembiewski, and Drucker—collectively pushed administrative thought beyond the narrow limits of classical theory. By introducing critical, value-based, and comparative perspectives, they expanded the discipline to address complex societal issues. Their contributions highlighted the importance of ethics, organizational change, global comparisons, and results-oriented management, making public administration more responsive to the challenges of a diverse world.

**296.** (D) It was irrelevant and unresponsive to significant social issues.
The Minnowbrook Perspective criticized the mainstream study of public administration for its lack of relevance to contemporary social crises. It argued that the traditional focus on efficiency and economy made the discipline unresponsive to urgent problems like social inequality and injustice. This critique sparked the "New Public Administration" movement, which called for a more proactive and value-driven approach to solving societal challenges.

**297.** (A) serve citizens as partners rather than treat them as customers.
The New Public Service (NPS) model advocates for a democratic approach to governance, where public administrators focus on serving citizens rather than treating them like customers in a market. This perspective emphasizes that administrators should foster collaboration and shared leadership to achieve the public interest. By viewing citizens as active partners in creating public value, the NPS model reinforces the ethical foundations of service.

**298.** (B) reveal hidden power structures and biases in administrative language.
In the context of public administration, postmodernism uses the technique of deconstruction to examine administrative language and practices. The goal is to uncover hidden power structures and inherent biases that are often masked by claims of rationality or neutrality. By challenging grand narratives and objective truths, postmodernist thought highlights the fragmented nature of organizational reality and encourages a multiplicity of diverse voices.

**299.** (B) New Public Service (NPS) and New Public Management (NPM).
The New Public Service (NPS) and New Public Management (NPM) represent fundamentally different philosophies of governance. NPM applies market-based principles and business practices to the public sector, emphasizing efficiency and the treatment of citizens as customers. In contrast, NPS prioritizes democratic values, citizenship, and the public interest. This philosophical divide highlights a major debate regarding whether administration should behave like a business.

**300.** (A) social equity.
A core value championed by the Minnowbrook Perspective is social equity, which goes beyond traditional administrative concerns like efficiency and economy. This movement argued that public administrators have a moral obligation to ensure fairness and justice for all members of society. By prioritizing social equity, the New Public Administration sought to make the discipline more relevant and committed to addressing the needs of marginalized groups.

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(B) 2, 4, 1, 3
(C) 4, 1, 2, 3
(D) 1, 2, 4, 3

**19.** Consider the following mechanisms regarding judicial accountability in India:
(a) The process of impeachment for judges of the Supreme Court and High Courts.
(b) Public Interest Litigation scrutinizing judicial appointments.
(c) The provision that judicial conduct cannot be discussed in Parliament except on a motion for removal.
(d) The 'in-house procedure' to deal with complaints against judges.
(e) The President's power to reject a Supreme Court judgment.
Which of the above statement(s) is/are correct?
(A) (a), (c) and (d) only
(B) (a), (b) and (e) only
(C) (b), (c) and (d) only
(D) (a), (d) and (e) only

**20.** What is the primary purpose of the Lokpal institution?
(A) Formally audit the financial accounts of all departments in the Government of India.
(B) Provide advisory opinions to the President regarding various judicial appointments.
(C) Organize and conduct competitive examinations for entry into the civil service.
(D) Investigate allegations of corruption against designated public functionaries.

**21.** The institution of Lok Ayukta, first established in Maharashtra, is primarily concerned with:
(A) Combating corruption at the national level.
(B) Reforming the police administration in states.
(C) Addressing citizen's grievances at the state level.
(D) Supervising the functioning of Panchayati Raj institutions.

**22.** The Central Vigilance Commission (CVC) is best described as:
(A) A dedicated criminal investigating agency with independent powers to prosecute cases.
(B) An apex institution overseeing integrity and vigilance within the administration.
(C) A formal constitutional body responsible for making all civil service appointments.
(D) A specialized judicial body established specifically to try complex corruption cases.

**23.** Which of the following is NOT typically considered a 'Regulatory Authority' in the Indian context?
(A) Securities and Exchange Board of India (SEBI)
(B) Telecom Regulatory Authority of India (TRAI)
(C) Insurance Regulatory and Development Authority (IRDA)
(D) Central Bureau of Investigation (CBI)

**24.** The complex and often tense relationship between politicians and civil servants is primarily due to the conflict between:
(A) All of the above.
(B) Political neutrality and partisan interests.
(C) Generalist knowledge and specialist skills.
(D) Long-term planning and short-term electoral gains.

**25.** The debate between 'Generalists' and 'Specialists' in civil services revolves around:
(A) Determining the appropriate pay scales and professional perks for different services.
(B) Evaluating standard recruitment through the UPSC versus the model of lateral entry.
(C) Comparing general administrative experience against specific technical expertise for roles.
(D) Managing the mandatory tenure of various civil servants within a particular ministry.

**26.** Which of the following is a key strategy for combating corruption in Indian administration?
(A) Strengthening whistle-blower protection mechanisms.
(B) Increasing the discretionary powers of officials.
(C) Reducing transparency in government contracts.
(D) Making anti-corruption laws less stringent.

**27.** Consider the following statements:
**Statement I :** All India Services are recruited by the Union Government but serve under both Union and State governments.

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**9.** Match List I with List II regarding Indian Administration periods and their key features.
List I: (Period)
P. Ancient Period
Q. Mughal Period
R. British Period
S. Post-Independence Period
List II: (Key Feature)
1. Rule of Law and ICS
2. NITI Aayog
3. Dharma as guiding principle
4. Mansabdari System
Codes:
(A) P-3, Q-4, R-1, S-2
(B) P-1, Q-2, R-3, S-4
(C) P-3, Q-1, R-4, S-2
(D) P-4, Q-3, R-2, S-1

**10.** The Prime Minister's Office (PMO) came into prominence and was significantly strengthened under which Prime Minister?
(A) Lal Bahadur Shastri
(B) Jawaharlal Nehru
(C) Indira Gandhi
(D) Morarji Desai

**11.** Consider the following functions:
(a) In-depth examination of policy issues.
(b) Final approval of all government bills.
(c) Resolving disagreements between ministries.
(d) Management of government business.
Which of the above functions are performed by Cabinet Committees?
(A) (a) and (b) only
(B) (b), (c) and (d) only
(C) (a), (c) and (d) only
(D) (a), (b), (c) and (d)

**12.** The Central Secretariat's primary role is to:
(A) Execute central government policies and directives at the district field level.
(B) Provide secretarial support and policy advice to various ministers.
(C) Adjudicate complex legal disputes between the Union and the individual States.
(D) Organize and conduct regular elections for the representatives of the Parliament.

**13.** Which body serves as the chief coordinating body in the Union Government and manages inter-ministerial coordination?
(A) Prime Minister's Office
(B) Central Secretariat
(C) Cabinet Secretariat
(D) NITI Aayog

**14.** The term of office for the Chief Election Commissioner of India is:
(A) Five years or up to the age of 62, whichever is earlier.
(B) Five years or up to the age of 65, whichever is earlier.
(C) Six years or up to the age of 62, whichever is earlier.
(D) Six years or up to the age of 65, whichever is earlier.

**15.** Which committee's recommendations led to the lowering of the voting age from 21 to 18 years?
(A) Tarkunde Committee
(B) Dinesh Goswami Committee
(C) Indrajit Gupta Committee
(D) Jeevan Reddy Committee

**16.** Which of the following is NOT a mechanism of legislative accountability over the administration?
(A) Question Hour
(B) Judicial Review
(C) Adjournment Motion
(D) No-Confidence Motion

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**17.** The concept of 'executive accountability' in a parliamentary system primarily means the accountability of the:
(A) Judiciary to the Parliament.
(B) Council of Ministers to the Legislature.
(C) Civil servants to the public directly.
(D) President to the Chief Justice of India.

**18.** Arrange the following events in the evolution of Indian administration in chronological order:
1. Establishment of the Indian Civil Service (ICS) by the British.
2. Introduction of the Mansabdari system.
3. Creation of NITI Aayog.
4. Centralized administration under the Mauryas.
(A) 4, 2, 1, 3

**286.** (D) The incompatibility between the needs of a mature personality and the demands of the formal structure.
Chris Argyris identified a fundamental conflict between the needs of psychologically healthy, mature adults and the requirements of traditional formal organizations. While mature individuals seek independence and control, rigid organizational structures often demand passivity and subordination. This incongruence creates frustration and a lack of motivation, as the environment treats employees like children rather than allowing them to exercise their full potential.

**287.** (C) System 4: Participative Group.
Rensis Likert identified System 4, the Participative Group model, as the most effective management style for achieving high productivity and employee satisfaction. This system is characterized by trust, open communication, and group-based decision-making. By involving employees in the administrative process and utilizing collaborative supervision, organizations can foster a supportive environment that enhances labor relations and overall performance compared to authoritative systems.

**288.** (B) the principles of classical organizational theory.
The "immaturity-maturity" continuum serves as a critical evaluation of classical organizational principles like task specialization and unity of command. Argyris argued that these traditional methods restrict human development by keeping employees in a state of dependency. By highlighting how these classical structures clash with the natural growth toward maturity, he advocated for more flexible and participative management practices that support individual potential.

**289.** (D) group-based supervision and open communication.
A defining characteristic of Likert's System 4 is its emphasis on group-based supervision and the free flow of information throughout the organization. This model promotes a high level of trust between managers and subordinates, encouraging decentralized decision-making. By fostering open communication and collaborative problem-solving, System 4 creates a more integrated and satisfied workforce, which research suggests leads to superior organizational outcomes.

**290.** (A) Job enlargement and greater employee participation.
To resolve the tension between the individual and the organization, Chris Argyris supported changes that grant employees more autonomy and variety in their work. He specifically advocated for job enlargement and participative management as ways to make tasks more challenging and meaningful. These interventions aim to align organizational demands with the needs of mature adults, thereby reducing frustration and increasing workplace motivation.

**291.** (C) argument that administration is a value-laden, political process.
Dwight Waldo famously challenged the traditional separation of politics and administration, arguing that the two are inextricably linked. He maintained that administrative work is not a neutral activity but is inherently political and infused with ethical values. By emphasizing that efficiency must be balanced with social and democratic ideals, Waldo broadened the scope of public administration to include normative and contextual considerations.

**292.** (A) Comparative public administration.
Ferrel Heady is a prominent figure in the field of comparative public administration, where he developed systematic frameworks for analyzing different administrative systems. His research explored how various political regimes and economic development levels influence the nature of national bureaucracies. By comparing administrative structures globally, Heady's work helped move the discipline away from a purely Western focus, fostering a more diverse understanding of governance.

**293.** (D) the joint setting of goals by managers and employees.
Management by Objectives (MBO) is a collaborative process where managers and employees work together to define specific goals for the organization and the individual. Peter Drucker introduced this concept to shift the focus of management from day-to-day activities to long-term results and outcomes. By

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**Statement II :** The disciplinary control over All India Service officers rests solely with the State Government where they are posted.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**28.** Which of the following is an example of a Central Service?
(A) Indian Administrative Service (IAS)
(B) Indian Foreign Service (IFS)
(C) Indian Police Service (IPS)
(D) State Administrative Service (SAS)

**29.** The Union Public Service Commission (UPSC) is a:
(A) Statutory body established by an Act of Parliament.
(B) Executive body created by a resolution of the Cabinet.
(C) Constitutional body established under Article 315.
(D) Regulatory body under the Ministry of Home Affairs.

**30.** The primary function of a State Public Service Commission (SPSC) is to:
(A) Advise the state government on matters of interstate disputes.
(B) Regulate the service conditions of All India Service officers.
(C) Supervise the functioning of state universities.
(D) Conduct examinations for appointments to the services of the state.

**31.** Consider the following statements about Civil Service Reforms in India:
(a) Recommendations have been made for a system of performance-related incentives.
(b) Lateral entry aims to bring in domain expertise from the private sector.
(c) 'Mission Karmayogi' is a capacity-building program for civil servants.
(d) The Constitution prohibits any form of reform in the civil services structure.
Which of the above statement(s) is/are correct?
(A) (a) and (b) only
(B) (a), (b) and (c) only
(C) (c) and (d) only
(D) (a), (b), (c) and (d)

**32.** The concept of 'Capacity Building of Civil Servants' primarily focuses on:
(A) Substantially increasing the total number of civil servants in the system.
(B) Improving the specific skills and knowledge required for better performance.
(C) Providing improved housing and transport facilities for all government officers.
(D) Implementing strategies to reduce workload through systematic outsourcing.

**33.** The following questions consist of two statements — Assertion (A) and Reason (R). Answer these questions selecting the appropriate option.
**Assertion (A) :** The Planning Commission was a non-constitutional and non-statutory body.
**Reason (R) :** It was created by an executive resolution of the Government of India.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**34.** Who among the following was the ex-officio Chairman of both the Planning Commission and the National Development Council (NDC)?
(A) The Prime Minister of India
(B) The President of India
(C) The Finance Minister of India
(D) The Home Minister of India

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**35.** The NITI Aayog, which replaced the Planning Commission, functions as a:
(A) Financial allocation authority with powers to grant funds to states.
(B) Command-and-control institution for central planning.
(C) Policy think tank promoting cooperative federalism.
(D) Statutory body to enforce national development plans.

**36.** The main function of State Planning Boards/ Commissions is to:
(A) Overseeing the direct implementation of various central government programs.

(B) Organizing and conducting elections for local municipal and village bodies.
(C) Performing formal audits of the internal finances of the state government.
(D) Creating and assessing regional development plans at the state government level.

**37.** Consider the following constitutional provisions regarding the independence of the Indian Judiciary:
(a) Security of tenure for judges.
(b) Salaries of judges charged on the Consolidated Fund of India.
(c) Separation of judiciary from the executive.
(d) Power to punish for its contempt.
Which of the above statement(s) is/are correct?
(A) (a) and (c) only
(B) (b) and (d) only
(C) (a), (b) and (c) only
(D) (a), (b), (c) and (d)

**38.** The power of the Supreme Court to examine the constitutionality of legislative enactments and executive orders is known as:
(A) Judicial Activism
(B) Judicial Review
(C) Public Interest Litigation
(D) Appellate Jurisdiction

**39.** A 'Writ of Mandamus' issued by a High Court or the Supreme Court is:
(A) A command to an inferior court to stop proceedings.
(B) An order to produce the body of a person illegally detained.
(C) An inquiry into the legality of a claim to a public office.
(D) An order to a public official to perform their official duty.

**40.** Public Interest Litigation (PIL) can be filed in the Supreme Court under which Article of the Constitution?
(A) Article 32
(B) Article 131
(C) Article 143
(D) Article 226

**41.** Judicial reforms in India often focus on addressing the problem of:
(A) Low salaries of judges.
(B) The excessive use of technology in court proceedings.
(C) The huge pendency of cases in courts.
(D) The lack of constitutional powers for the judiciary.

**42.** In the federal structure of India, 'Police' is a subject under the:
(A) State List
(B) Union List
(C) Concurrent List
(D) Residuary Powers

**43.** Which of the following is a key recommendation often seen in Police Reforms Committee reports in India?
(A) Putting the entire state police force under direct military command.
(B) Removing the administrative post of the Director General of Police.
(C) Merging the state police service with the general administrative service.
(D) Creating a State Security Commission to ensure functional autonomy.

**44.** E-Governance initiatives in Indian administration primarily aim to:
(A) Increase paperwork and bureaucratic procedures.
(B) Provide government services to citizens through electronic means.
(C) Limit citizen access to government information.
(D) Centralize all administrative powers in the Union government.

**45.** Kautilya's 'Arthashastra' is a treatise primarily on:
(A) Religious philosophy
(B) Poetic literature
(C) Statecraft, economic policy, and military strategy
(D) Architectural principles

**46.** Which British Act for the first time introduced the portfolio system in the Governor-General's Council?
(A) Regulating Act, 1773
(B) Pitt's India Act, 1784
(C) Charter Act, 1833
(D) Indian Councils Act, 1861

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**47.** Identify the correct pair regarding administrative structures.
(A) Central Secretariat - Post-Independence Period
(B) District Collector - Mughal Period
(C) Faujdar - British Period
(D) Sachivalaya - Ancient Period

**48.** Match List I with List II regarding constitutional concepts and associated features.
List I: (Concept)
P. Federal Feature
Q. Parliamentary Feature
R. Unitary Feature
S. Judicial Independence
List II: (Associated Feature)
1. Appointment of Governor by the Centre
2. Collective Responsibility
3. Security of Tenure of Judges
4. Written Constitution
Codes:
(A) P-4, Q-2, R-1, S-3
(B) P-1, Q-2, R-3, S-4
(C) P-4, Q-3, R-2, S-1
(D) P-2, Q-4, R-1, S-3

**49.** What is the most appropriate description of the President of India's role in the parliamentary system?
(A) The real executive head with discretionary powers.
(B) A nominal or constitutional head of state.
(C) A directly elected leader with supreme authority.
(D) A representative of the judiciary in the executive.

**50.** Consider the following statements regarding the Prime Minister and Council of Ministers:
(a) The Prime Minister is the head of the government.
(b) The Council of Ministers aids and advises the President.
(c) Any advice tendered by Ministers to the President can be inquired into by any court.
(d) The President can ask the Council of Ministers to reconsider its advice.
(e) The size of the Council of Ministers is not constitutionally limited.
Which of the above statement(s) is/are correct?
(A) (a), (b) and (e) only
(B) (c), (d) and (e) only
(C) (a), (b) and (d) only
(D) (a), (c) and (d) only

**51.** The principle of 'collective responsibility' of the Council of Ministers implies that:
(A) Each minister is responsible for their own ministry only.
(B) Ministers are responsible only to the President, not the Parliament.
(C) The entire cabinet must resign if a no-confidence motion is passed against it.
(D) The cabinet's decisions must be unanimous without any disagreement.

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**52.** The Cabinet Secretariat is directly under the charge of:
(A) The President
(B) The Home Minister
(C) The Cabinet Secretary
(D) The Prime Minister

**53.** Which of the following committees on electoral reforms recommended the state funding of elections?
(A) Vohra Committee Report
(B) Santhanam Committee
(C) Indrajit Gupta Committee
(D) Sarkaria Commission

**54.** The legislative relations between the Union and the States are detailed in which part of the Indian Constitution?
(A) Part X
(B) Part XI
(C) Part XII
(D) Part XIII

**55.** The 'Zero Hour' in the Indian Parliament is a mechanism for:
(A) Introducing and debating various formal government bills in the chamber.
(B) Casting votes on the annual budget and associated financial allocations.
(C) Conducting the official election for the post of the Speaker of the House.
(D) Raising urgent public matters in the House without providing prior notice.

**56.** Executive accountability is enforced through the bureaucracy's accountability to:

(A) The political executive (ministers).
(B) The judiciary.
(C) The media.
(D) Foreign governments.

**57.** The following questions consist of two statements — Assertion (A) and Reason (R). Answer these questions selecting the appropriate option.
**Assertion (A) :** The Lokpal and Lokayuktas Act, 2013 was enacted to combat corruption in high places.
**Reason (R) :** The Act was a response to widespread public demand for a strong and independent anti-corruption ombudsman.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**58.** Identify the incorrect statement about the Lok Ayukta.
(A) Its jurisdiction and powers are uniform across all states.
(B) It is a statutory body created by a state legislature.
(C) It acts as an ombudsman to address citizen's grievances against state government functionaries.
(D) The institution aims to promote transparency and accountability in state administration.

**59.** The CVC was granted statutory status on the recommendation of which committee?
(A) Sarkaria Commission
(B) Santhanam Committee
(C) Punchhi Commission
(D) Indrajit Gupta Committee

**60.** Arrange the following institutions in the chronological order of their establishment:
1. NITI Aayog
2. Central Vigilance Commission (CVC)
3. Planning Commission
4. Lokpal of India
(A) 3, 2, 4, 1
(B) 2, 3, 1, 4
(C) 3, 2, 1, 4
(D) 2, 3, 4, 1

**61.** The core argument for having 'Specialists' at the policy-making level in government is that they:
(A) Possess better leadership qualities than generalists.
(B) Are more politically neutral than career civil servants.
(C) Bring in-depth domain knowledge and technical expertise.
(D) Can manage inter-departmental coordination more effectively.

**62.** The 'Santhanam Committee' report is primarily associated with:
(A) Electoral Reforms
(B) Centre-State Relations
(C) Civil Service Reforms
(D) Prevention of Corruption

**63.** Which article of the Constitution provides for the creation of All India Services?
(A) Article 312
(B) Article 310
(C) Article 311
(D) Article 315

**64.** Consider the following statements about Civil Services in India:
(a) The Indian Forest Service (IFoS) is an All India Service.
(b) The members of Central Services work exclusively under the Union Government.
(c) State service officers can be promoted to the Indian Administrative Service.
(d) The Cabinet Secretary is the head of all Central Services.
Which of the above statement(s) is/are correct?
(A) (a), (b) and (c) only
(B) (b) and (d) only
(C) (a) and (c) only
(D) (a), (b), (c) and (d)

**65.** The Lal Bahadur Shastri National Academy of Administration (LBSNAA), which is the primary training institution for IAS officers, is located in:
(A) Delhi
(B) Mussoorie
(C) Hyderabad
(D) Shimla

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**66.** The concept of "Cooperative Federalism" was most strongly emphasized by which of the following bodies?
(A) The NITI Aayog
(B) The original Planning Commission
(C) The National Development Council
(D) The First Finance Commission

**67.** What was the 'Gadgil Formula' used for in the context of Indian planning?
(A) To determine the poverty line.
(B) To set agricultural production targets.
(C) To allocate central assistance to states.
(D) To decide on the devaluation of the rupee.

**68.** The power of the Supreme Court to transfer cases from one High Court to another is part of its:
(A) Original Jurisdiction
(B) Appellate Jurisdiction
(C) Advisory Jurisdiction
(D) Transfer Jurisdiction

**69.** In the context of judicial reforms, the concept of 'Gram Nyayalayas' was introduced to:
(A) Investigating and adjudicating high-profile financial corruption cases.
(B) Functioning as a specialized family court within major metropolitan cities.
(C) Delivering affordable and timely justice at the local grassroots level.
(D) Settling legal disputes regarding the sharing of inter-state river water.

**70.** The National e-Governance Plan (NeGP) aims to make all government services accessible to the common person through:
(A) Post Offices only
(B) Common Service Delivery Outlets
(C) Private courier services
(D) District Collector's offices only

**71.** Which period of Indian history is known for the development of an elaborate system of espionage as described in the Arthashastra?
(A) Mughal Period
(B) British Period
(C) Vedic Period
(D) Ancient Period (Mauryan Empire)

**72.** The Regulating Act of 1773 was a significant step by the British Parliament because it:
(A) Initiating the first parliamentary regulation of East India Company affairs.
(B) Formally granting sovereign independence to the territories of British India.
(C) Introducing a system of separate electorates for different Indian communities.
(D) Abolishing the administrative structure of the East India Company entirely.

**73.** Which feature of the Indian constitution is borrowed from the British constitution?
(A) Federal System
(B) Fundamental Rights
(C) Parliamentary Government
(D) Directive Principles of State Policy

**74.** The impeachment of the President of India can be initiated in:
(A) Either House of Parliament
(B) Only the Lok Sabha
(C) Only the Rajya Sabha
(D) A joint sitting of both Houses of Parliament

**75.** Consider the following statements:
**Statement I :** The Prime Minister is the channel of communication between the President and the Council of Ministers.
**Statement II :** All executive actions of the Government of India are formally taken in the name of the Prime Minister.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**76.** Political Affairs Committee is one of the most important Cabinet Committees. Who among the following usually heads it?
(A) Home Minister
(B) Prime Minister
(C) Finance Minister
(D) Defence Minister

**77.** The model code of conduct for elections in India is enforced by:
(A) The Parliament
(B) The Supreme Court
(C) The Election Commission

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civil servant provides expertise, experience, and continuity.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**118.** The main argument of 'generalists' against 'specialists' in higher civil service positions is that generalists:
(A) Being significantly more cost-effective to train and employ in the system.
(B) Being less likely to engage in corrupt practices within the administration.
(C) Maintaining a broad perspective required for effective policy coordination.
(D) Maintaining more influential political connections with the executive branch.

**119.** All India Services are considered a key instrument for ensuring:
(A) The unity and integrity of the country
(B) Regional autonomy
(C) The supremacy of state governments
(D) The decentralization of power

**120.** Recruitment to 'State Services' is conducted by the:
(A) Union Public Service Commission
(B) Staff Selection Commission
(C) Respective High Courts
(D) Respective State Public Service Commissions

**121.** The Second Administrative Reforms Commission (ARC) of India was chaired by:
(A) Manmohan Singh
(B) M. Veerappa Moily
(C) P. Chidambaram
(D) K. Hanumanthaiya

**122.** The National Development Council (NDC) was composed of the Prime Minister, Union Cabinet Ministers, Chief Ministers of all states and:
(A) Members of the Judiciary
(B) Governors of all states
(C) Members of the Planning Commission
(D) Leaders of the opposition

**123.** The NITI Aayog is based on the principle of:
(A) "One Size Fits All"
(B) "Command and Control"
(C) "Centralized Funding"
(D) "Cooperative and Competitive Federalism"

**124.** The concept of 'curative petition' was introduced by the Supreme Court of India in the case of:
(A) Rupa Ashok Hurra vs. Ashok Hurra
(B) Kesavananda Bharati vs. State of Kerala
(C) Maneka Gandhi vs. Union of India
(D) A.K. Gopalan vs. State of Madras

**125.** In the context of judicial reforms, what is the full form of PIL?
(A) Private Interest Litigation
(B) Public Interest Litigation
(C) Political Interest Litigation
(D) Parliamentary Interest Litigation

**126.** The concept of 'e-Kranti' under the Digital India programme focuses on:
(A) E-education only
(B) Transforming e-governance for transforming governance
(C) Providing free smartphones to all citizens
(D) Developing indigenous social media platforms

**127.** The system of 'Iqtas' in the Delhi Sultanate was a precursor to which administrative system of the Mughals?
(A) Mansabdari system
(B) Zamindari system
(C) Ryotwari system
(D) Mahalwari system

**128.** Which British Governor-General is credited with the creation of the 'Covenanted Civil Service', the forerunner to the Indian Civil Service?
(A) Warren Hastings
(B) Lord Wellesley
(C) Lord Cornwallis
(D) Lord William Bentinck

**129.** Which of the following is a key feature of the Parliamentary form of government in India?
(A) Strict separation of powers.
(B) President as the real executive.
(C) Fixed tenure for the executive.
(D) Dual executive (nominal and real).

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(A) Article 32
(B) Article 226
(C) Article 124
(D) Article 214

**87.** Which of the following is an example of an E-Governance project in India?
(A) Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA)
(B) Pradhan Mantri Jan Dhan Yojana (PMJDY)
(C) Sarva Shiksha Abhiyan (SSA)
(D) Digital India

**88.** The 'Diwani' rights acquired by the British East India Company in 1765 refer to the right to:
(A) Collect revenue and administer civil justice.
(B) Administer criminal justice.
(C) Maintain a standing army.
(D) Conduct foreign policy.

**89.** A key characteristic of the Mughal administrative structure was the:
(A) Separation of military and civil authority.
(B) Democratic election of local officials.
(C) Fusion of military and civil authority in the Mansabdari system.
(D) Absence of a formal land revenue system.

**90.** Consider the following features:
(a) The President is the Head of the State.
(b) The Prime Minister is the Head of the Government.
(c) The Council of Ministers is collectively responsible to the Lok Sabha.
(d) The Head of the State is an elected monarch.
(e) Powers are strictly separated between the executive and legislature.
Which of the above are features of India's Parliamentary system?
(A) (a), (b), and (c) only
(B) (a), (b), (d), and (e) only
(C) (c), (d), and (e) only
(D) (a), (b), (c), (d), and (e)

**91.** The pardoning power of the President of India is a/an:
(A) Legislative power
(B) Judicial power
(C) Emergency power
(D) Executive power

**92.** The advice of the Prime Minister to the President regarding the appointment of other ministers is:
(A) Merely advisory and not binding.
(B) Binding on the President.
(C) Subject to approval by the Chief Justice of India.
(D) To be ratified by the Parliament.

**93.** The administrative head of the Cabinet Secretariat is the:
(A) Principal Secretary to the Prime Minister
(B) Home Secretary
(C) Cabinet Secretary
(D) Chief of Staff

**94.** What is the most significant consequence of the principle of 'collective responsibility'?
(A) It promotes individual ministerial autonomy.
(B) It allows ministers to publicly criticize cabinet decisions.
(C) It makes the Prime Minister accountable to the President.
(D) It ensures the stability and unity of the cabinet.

**95.** The power to decide an election petition is vested in the:
(A) High Court
(B) Election Commission
(C) Parliament
(D) President

**96.** Residuary powers of legislation, under the Indian Constitution, are vested with:
(A) The President
(B) The Union Parliament
(C) The Supreme Court
(D) The State Legislatures

**97.** The generalist vs. specialist debate is most relevant to which aspect of public administration?
(A) Budgeting
(B) Inter-state relations
(C) Electoral process
(D) Recruitment and placement

**98.** Article 311 of the Constitution of India provides safeguards to:
(A) Providing legal protections to all citizens

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residing within the Indian territory.
(B) Ensuring the specific privileges and immunities of the members of Parliament.
(C) Safeguarding civil servants against arbitrary dismissal or rank reduction.
(D) Outlining the formal powers and administrative duties of the President and Governors.

**99.** Which of the following bodies has a constitutional mandate for recruitment to civil services?
(A) Staff Selection Commission (SSC)
(B) Union Public Service Commission (UPSC)
(C) Central Vigilance Commission (CVC)
(D) National Recruitment Agency (NRA)

**100.** 'Capacity Building' for civil servants under Mission Karmayogi is based on a framework that emphasizes:
(A) Seniority-based training.
(B) A focus on theoretical knowledge over practical skills.
(C) Training conducted exclusively by foreign institutions.
(D) Rule-based to role-based human resource management.

**101.** The shift from the Planning Commission to the NITI Aayog represents a paradigm shift from:
(A) Centralized planning to cooperative federalism.
(B) Indicative planning to imperative planning.
(C) Democratic planning to authoritarian planning.
(D) Annual planning to five-year planning.

**102.** Consider the following statements:
**Statement I :** The Supreme Court of India is a court of record.
**Statement II :** This means it has the power to punish for its contempt and its records are admitted as evidence.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**103.** The concept of 'Judicial Activism' refers to:
(A) The proactive role taken by the judiciary to protect citizens' basic rights.
(B) The strict adherence of the judiciary to the established legal precedents.
(C) The formal process followed by the collegium for appointing new judges.
(D) The internal administrative and management functions of the High Court.

**104.** Which commission is famously associated with police reforms in India and its report has often been cited by the Supreme Court?
(A) Sarkaria Commission
(B) Santhanam Committee
(C) Mandal Commission
(D) National Police Commission (1977-81)

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**105.** The 'Prakash Singh vs. Union of India' case in the Supreme Court is a landmark judgment concerning:
(A) Electoral Reforms
(B) Police Reforms
(C) Judicial Reforms
(D) Civil Service Reforms

**106.** The term 'Wassil-baqi-navis' in Mughal administration referred to an officer responsible for:
(A) Military intelligence
(B) Palace security
(C) Keeping revenue records
(D) Religious endowments

**107.** Arrange the following British administrative reforms in chronological order:
1. Introduction of Portfolio System
2. Establishment of Supreme Court at Calcutta
3. Macaulay's Minute on Education
4. Passing of the Government of India Act, 1935

(A) 2, 3, 1, 4
(B) 1, 2, 3, 4
(C) 2, 1, 3, 4
(D) 3, 2, 1, 4

**108.** The constitutional framework of India is best described as:
(A) Quasi-federal
(B) Purely federal
(C) Purely unitary
(D) Presidential

**109.** The President of India is elected by an electoral college consisting of:
(A) Only those members who are currently serving in the Lok Sabha or Rajya Sabha.
(B) Elected members of the Parliament and the State Legislative Assemblies.
(C) All members of the Parliament and members of the State Legislative Assemblies.
(D) All individual members serving in both the Lok Sabha and the Rajya Sabha.

**110.** Which of the following is NOT a power of the Prime Minister?
(A) To allocate portfolios among the ministers.
(B) To appoint the Chief Justice of India.
(C) To preside over the meetings of the Cabinet.
(D) To advise the President to dissolve the Lok Sabha.

**111.** Match List I with List II regarding Cabinet Committees and their subjects.
List I: (Committee)
P. Appointments Committee of the Cabinet (ACC)
Q. Cabinet Committee on Political Affairs (CCPA)
R. Cabinet Committee on Economic Affairs (CCEA)
S. Cabinet Committee on Security (CCS)
List II: (Subject)
1. Deals with all policy matters concerning foreign and domestic affairs.
2. Deals with issues relating to national security and defence.
3. Decides on all high-level appointments in the Central Secretariat.
4. Reviews economic trends and directs government policy.
Codes:
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-1, R-4, S-2
(C) P-3, Q-4, R-1, S-2
(D) P-4, Q-1, R-2, S-3

**112.** Consider the following statements about the Prime Minister's Office (PMO):
(a) It is a constitutional body.
(b) It is an extra-constitutional body.
(c) It provides secretarial assistance to the Prime Minister.
(d) It acts as a think-tank for the Prime Minister.
(e) It is headed by the Cabinet Secretary.
Which of the above statement(s) is/are correct?
(A) (a), (c) and (e) only
(B) (b), (c) and (d) only
(C) (a), (d) and (e) only
(D) (b), (c) and (e) only

**113.** The introduction of Electronic Voting Machines (EVMs) is a part of:
(A) Judicial reforms
(B) Police reforms
(C) Administrative reforms
(D) Electoral reforms

**114.** The purpose of an Adjournment Motion in Parliament is to:
(A) Postpone the proceedings for the day.
(B) Censure the government on a specific policy.
(C) Draw attention to a matter of urgent public importance.
(D) Call for a vote on the finance bill.

**115.** Which of the following is an example of judicial accountability?
(A) The existing power of the Parliament to discuss the specific conduct of judges.
(B) Removing judges through impeachment for proven misbehaviour or incapacity.
(C) The existing constitutional power of the President to appoint various judges.
(D) The ability of the higher judiciary to issue various legal writs for citizens.

**116.** A defining feature of a Regulatory Authority is its:
(A) Operating with complete dependence on a single government ministry.
(B) Overseeing the entire process of conducting national-level elections.
(C) Functioning as a court of law to resolve all possible legal disputes.
(D) Creating and enforcing rules within a specific administrative sector.

**117.** The following questions consist of two statements — Assertion (A) and Reason (R). Answer these questions selecting the appropriate option.
**Assertion (A) :** The relationship between a minister and civil servants is symbiotic.
**Reason (R) :** The minister provides policy direction and democratic legitimacy, while the

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(A) Sushma Swaraj Institute of Foreign Service
(B) Lal Bahadur Shastri National Academy of Administration (LBSNAA)
(C) Sardar Vallabhbhai Patel National Police Academy (SVPNPA)
(D) National Academy of Audit and Accounts

**141.** The idea of 'indicative planning' was a feature of Indian Five-Year Plans starting from the:
(A) First Plan
(B) Eighth Plan
(C) Third Plan
(D) Sixth Plan

**142.** The following questions consist of two statements — Assertion (A) and Reason (R). Answer these questions selecting the appropriate option.
**Assertion (A) :** The Indian Constitution provides for an independent judiciary.
**Reason (R) :** The salaries and allowances of the judges of the Supreme Court are charged on the Consolidated Fund of India and are not subject to the vote of the Parliament.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**143.** Which of the following statements about the Supreme Court of India is incorrect?
(A) It can give advisory opinions to the President, which are binding on the President.
(B) It is the highest court of appeal in India.
(C) It has the power of judicial review.
(D) It is the guardian of the Fundamental Rights of the citizens.

**144.** A Public Interest Litigation (PIL) can be filed by:
(A) Only the person who is aggrieved.
(B) Only a Member of Parliament.
(C) Any public-spirited citizen or social organization.
(D) Only the Attorney General of India.

**145.** The "SMART" model of governance stands for:
(A) Smart, Meticulous, Action-oriented, Responsible, and Timely
(B) Simple, Manageable, Accessible, Responsible, and Timely
(C) Scientific, Modern, Accountable, Responsive, and Transparent
(D) Simple, Moral, Accountable, Responsive, and Transparent

**146.** The 'Ryotwari System' of land revenue, introduced by the British, involved:
(A) Revenue settlement with landlords (Zamindars).
(B) Revenue settlement with village communities (Mahals).
(C) Revenue settlement directly with the cultivators (Ryots).
(D) A system of no fixed revenue collection.

**147.** Match List I with List II regarding administrative terms and associated historical periods.
List I: (Administrative Term)
P. District Magistrate & Collector
Q. Mansabdar
R. Rajuka
S. NITI Aayog
List II: (Period)
1. Mughal
2. Ancient (Mauryan)
3. Post-Independence
4. British
Codes:
(A) P-4, Q-1, R-2, S-3
(B) P-1, Q-4, R-2, S-3
(C) P-4, Q-2, R-1, S-3
(D) P-2, Q-1, R-4, S-3

**148.** Which of the following is NOT a characteristic of a federal system?
(A) Dual Government
(B) Written Constitution
(C) Supremacy of the Constitution
(D) All powers vested in the national government

**149.** The executive power of the Union is vested in the President, and he shall exercise it:
(A) Exercising power directly or through officers as per the Constitution.
(B) Exercising all executive powers solely at his own personal discretion.
(C) Acting only after receiving formal advice from the Chief Justice of India.
(D) Exercising all designated executive powers only through the Prime Minister.

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**130.** Consider the following statements regarding the Union Executive:
(a) The President must act on the aid and advice of the Council of Ministers.
(b) The Prime Minister is appointed by the President.
(c) A person who is not a member of Parliament can be appointed as a minister.
(d) The Cabinet Secretariat is responsible for the administration of the Union Territories.
Which of the above statement(s) is/are correct?
(A) (a) and (d) only
(B) (a), (b) and (c) only
(C) (b), (c) and (d) only
(D) (a), (b), (c) and (d)

**131.** Which of the following Cabinet Committees was abolished and then later reconstituted?
(A) Cabinet Committee on Political Affairs
(B) Cabinet Committee on Investment and Growth
(C) Cabinet Committee on Economic Affairs
(D) Cabinet Committee on Security

**132.** The process of delimitation of constituencies for parliamentary and assembly elections is carried out by:
(A) The Election Commission
(B) The Parliament through a law
(C) The Supreme Court
(D) A Delimitation Commission appointed by the President

**133.** The Punchhi Commission was constituted to report on:
(A) Centre-State Relations
(B) Electoral Reforms
(C) Police Reforms
(D) Civil Service Reforms

**134.** Which parliamentary device compels the government to take a stand on a particular issue of public importance?
(A) Half-an-Hour Discussion
(B) Short Duration Discussion
(C) Calling Attention Motion
(D) Censure Motion

**135.** The principle of 'checks and balances' ensures accountability among different organs of the government. Which of the following is an example of the legislature checking the judiciary?
(A) The power to initiate proceedings for the removal of judges.
(B) The power to issue writs.
(C) The power of judicial review.
(D) The appointment of judges by the President.

**136.** The Administrative Reforms Commission (ARC-I) under Morarji Desai recommended the creation of which of the following institutions?
(A) NITI Aayog
(B) Central Vigilance Commission
(C) National Human Rights Commission
(D) Lokpal and Lokayukta

**137.** Which of the following best describes the main point of contention in the Generalist versus Specialist debate?
(A) Deciding whether recruitment should be based on a written exam or interview.
(B) Opening top administrative posts to technical experts instead of only IAS.
(C) Determining whether training should be conducted domestically or abroad.
(D) Establishing the appropriate pay scales for various government services.

**138.** The Prevention of Corruption Act, 1988, aims to consolidate and amend the law relating to the prevention of corruption. A significant amendment was made to this act in which year?
(A) 2005
(B) 2013
(C) 2018
(D) 2020

**139.** Consider the following statements:
**Statement I :** The Indian Police Service (IPS) is an All India Service.
**Statement II :** The ultimate control and authority over IPS officers lies with the Ministry of Home Affairs, Government of India.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**140.** Which body is responsible for the training of officers of the Indian Foreign Service (IFS)?

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(C) Monitoring government websites for security threats.
(D) Developing software for government departments.

**160.** The Mauryan administration was characterized by a well-organized bureaucracy. The head of a district was known as:
(A) Samaharta
(B) Sthanika
(C) Rajuka
(D) Yukta

**161.** The Government of India Act, 1919, introduced a system of 'dyarchy' in the provinces. This meant:
(A) Implementing the formal establishment of two separate legislative houses.
(B) Introducing a new legal system of dual citizenship for Indian subjects.
(C) Creating separate electorates for the two major religious communities.
(D) Dividing provincial subjects into 'transferred' and 'reserved' categories.

**162.** The office of the Prime Minister in India has evolved through conventions. Which body functions as the de facto secretariat of the Prime Minister?
(A) Central Secretariat
(B) Cabinet Secretariat
(C) Prime Minister's Office (PMO)
(D) President's Secretariat

**163.** The following questions consist of two statements — Assertion (A) and Reason (R). Answer these questions selecting the appropriate option.
**Assertion (A) :** In India, the relationship between the Union and the States is federal in character.
**Reason (R) :** Both the Union and the States derive their authority from the Constitution, which divides powers between them.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**164.** Which of the following is not a formal tool of legislative control over administration?
(A) No-Confidence Motion
(B) Parliamentary Committees
(C) Question Hour
(D) Public Interest Litigation (PIL)

**165.** Arrange the following commissions/committees in chronological order of their formation:
1. Sarkaria Commission
2. First Administrative Reforms Commission (ARC)
3. Punchhi Commission
4. Santhanam Committee on Prevention of Corruption

(A) 4, 2, 1, 3
(B) 2, 4, 1, 3
(C) 4, 1, 2, 3
(D) 1, 4, 2, 3

**166.** What is the most significant difference between the Lokpal and the Central Vigilance Commission (CVC)?
(A) Granting the Lokpal jurisdiction over the PM, whereas the CVC has no such power.
(B) Providing the CVC with an investigation wing and prosecution powers the Lokpal lacks.
(C) Empowering the Lokpal to prosecute, while the CVC remains primarily advisory.
(D) Classifying the Lokpal as a constitutional body, unlike the statutory nature of the CVC.

**167.** The debate on 'politician-civil servant relations' in India often revolves around the issue of:
(A) Ensuring political responsiveness while maintaining administrative impartiality.
(B) Deciding the salary difference between a minister and a secretary.
(C) The location of their respective offices.
(D) The educational qualifications of politicians.

**168.** Which article of the Constitution deals with the functions of the Public Service Commissions?
(A) Article 315
(B) Article 317
(C) Article 323
(D) Article 320

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**150.** Consider the following statements about the Election Commission of India:
(a) It is a multi-member body.
(b) It is responsible for conducting elections for the offices of the President and Vice-President.
(c) It advises the President on matters relating to the disqualification of members of Parliament.
(d) The Chief Election Commissioner can be removed in the same manner as a judge of the Supreme Court.
(e) It is a statutory body.
Which of the above statement(s) is/are correct?
(A) (a), (b), (c) and (d) only
(B) (a), (b) and (e) only
(C) (c), (d) and (e) only
(D) (a), (b), (c), (d) and (e)

**151.** Under which article can the President declare a Financial Emergency?
(A) Article 360
(B) Article 352
(C) Article 356
(D) Article 368

**152.** The concept of 'Zero Base Budgeting' (ZBB) as a tool of legislative financial control requires that:
(A) All budgets must be balanced with zero deficit.
(B) Only new programs require justification, ongoing programs are automatically funded.
(C) The budget is prepared with zero involvement from the finance ministry.
(D) Every government program and expenditure must be justified from scratch each year.

**153.** The 'Whistle Blowers Protection Act' in India is primarily aimed at:
(A) Offering legal protection to journalists who expose government corruption.
(B) Investigating corruption disclosures and providing protection for whistleblowers.
(C) Establishing formal reward systems for citizens who report criminal activities.
(D) Safeguarding the interests and safety of various political dissidents.

**154.** Civil Service neutrality implies that civil servants:
(A) Should have no political opinions of their own.
(B) Should not vote in elections.
(C) Should serve the government of the day faithfully, irrespective of its political ideology.
(D) Should actively participate in political campaigns.

**155.** 'Lateral entry' into the civil services refers to the:
(A) Promotion of state service officers to All India Services.
(B) Inter-cadre transfer of civil servants.
(C) Recruitment of civil servants through a special examination for a specific service.
(D) Appointment of specialists from the private sector and academia to government positions.

**156.** The transition from the Planning Commission to NITI Aayog signifies a shift towards:
(A) A more consultative and decentralized approach to planning.
(B) Greater centralization of power.
(C) A stronger role for the Prime Minister's Office in financial allocation.
(D) Abolition of the five-year plan system entirely.

**157.** What does 'Judicial Review' primarily empower the judiciary to do?
(A) To review the performance of other judges.
(B) To strike down laws and executive actions that are unconstitutional.
(C) To review its own judgments.
(D) To review the legislative process within Parliament.

**158.** The National Crime Records Bureau (NCRB) functions under which ministry of the Government of India?
(A) Ministry of Law and Justice
(B) Ministry of Home Affairs
(C) Prime Minister's Office
(D) Ministry of Defence

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**159.** The Common Services Centres (CSCs) are a key part of the e-governance infrastructure for:
(A) Delivering essential public services to rural and remote areas.
(B) Providing high-speed internet to urban areas.

(D) The President of India

**78.** The Sarkaria Commission was set up to review the relations between:
(A) The President and the Prime Minister
(B) The Legislature and the Executive
(C) The Judiciary and the Executive
(D) The Union and the States

**79.** Consider the following statements about accountability mechanisms:
(a) Legislative accountability ensures the executive is answerable to the people's representatives.
(b) Executive accountability refers to the accountability of the bureaucracy to the political executive.
(c) Judicial accountability is ensured through the power of the executive to remove judges at will.
(d) The 'Question Hour' is a tool of judicial accountability.
Which of the above statement(s) is/are correct?
(A) (a) and (b) only
(B) (c) and (d) only
(C) (a), (b) and (d) only
(D) (a), (b), (c) and (d)

**80.** A 'Cut Motion' is a tool of accountability used by the:
(A) Judiciary to reduce government expenditure.
(B) Lok Sabha to express disapproval of a budgetary demand.
(C) Rajya Sabha to amend a money bill.
(D) President to reject the budget.

**81.** Match List I with List II regarding institutions and their primary functions.
List I: (Institution)
P. Lokpal
Q. Central Vigilance Commission
R. Election Commission
S. NITI Aayog
List II: (Primary Function)
1. Policy Think Tank
2. Conduct of Free and Fair Elections
3. Anti-corruption Ombudsman
4. Superintendence over vigilance administration
Codes:
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-2, S-1
(C) P-3, Q-2, R-4, S-1
(D) P-4, Q-3, R-1, S-2

**82.** The tension between politicians and civil servants is often described as a conflict between:
(A) All of the above
(B) Generalist versus Specialist
(C) Anonymity versus Recognition
(D) Permanence versus Temporariness

**83.** 'Mission Karmayogi' launched by the Government of India is related to:
(A) Police Reforms
(B) Judicial Reforms
(C) Civil Services Capacity Building
(D) Electoral Reforms

**84.** The following questions consist of two statements — Assertion (A) and Reason (R). Answer these questions selecting the appropriate option.
**Assertion (A) :** The Union Public Service Commission (UPSC) is an independent constitutional body.
**Reason (R) :** The expenses of the UPSC, including salaries and allowances of its members, are charged on the Consolidated Fund of India and are not subject to the vote of Parliament.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**85.** Which of the following is NOT a function of the National Development Council (NDC)?
(A) To review the working of the National Plan from time to time.
(B) To consider important questions of social and economic policy affecting national development.
(C) To grant funds directly to state governments for development projects.
(D) To recommend measures for the achievement of the aims and targets set out in the National Plan.

**86.** Which article of the Constitution gives the High Courts the power to issue writs?

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**169.** The primary role of a State Planning Department is to:
(A) Implement national-level schemes without any modification.
(B) Coordinate with various state departments to formulate the state's development plan.
(C) Coordinate with various state departments to formulate the state's development plan.
(D) Act as the state's treasury.

**170.** The collegium system for the appointment of judges to the Supreme Court and High Courts is a system that evolved through:
(A) A constitutional amendment.
(B) An Act of Parliament.
(C) An executive order of the President.
(D) Judgments of the Supreme Court.

**171.** Which police reform initiative aims to separate the investigation wing from the law and order wing of the police?
(A) Separation of Investigation and Law & Order functions
(B) Community Policing
(C) Modernization of Police Forces
(D) Establishment of State Security Commissions

**172.** Which of the following is NOT an objective of E-governance?
(A) To build a more transparent and accountable administration.
(B) To increase the cost and complexity of government services.
(C) To provide government services in a more efficient manner.
(D) To empower citizens through access to information.

**173.** The Mughal emperor Akbar's land revenue system, known as 'Tauhidi-i-Dahsala', was developed by:
(A) Birbal
(B) Raja Todar Mal
(C) Abul Fazl
(D) Man Singh

**174.** What was the primary purpose of the Indian Councils Act of 1909 (Morley-Minto Reforms)?
(A) To introduce separate electorates for Muslims.
(B) To introduce responsible government in the provinces.
(C) To grant complete independence to India.
(D) To abolish the post of Viceroy.

**175.** If the Prime Minister of India resigns or dies, the Council of Ministers:
(A) Continues to function under a new Prime Minister.
(B) Continues to function under the senior-most minister.
(C) Is automatically dissolved.
(D) Is taken over by the President.

**176.** Match List I with List II regarding parliamentary terms and their meanings.
List I: (Term)
P. Quorum
Q. Prorogation
R. Dissolution
S. Adjournment
List II: (Meaning)
1. Termination of a session of the House.
2. Minimum number of members required to be present.
3. Suspension of a sitting for a specified time.
4. End of the life of the House.
Codes:
(A) P-2, Q-1, R-4, S-3
(B) P-1, Q-2, R-3, S-4
(C) P-2, Q-4, R-1, S-3
(D) P-3, Q-1, R-4, S-2

**177.** A 'No-Confidence Motion' against the Union Government can be initiated in:
(A) The Rajya Sabha only.
(B) Either House of Parliament.
(C) The Lok Sabha only.
(D) A joint session of Parliament.

**178.** The power of the Union Parliament to legislate on subjects in the State List during a National Emergency is a manifestation of the Constitution's:
(A) Unitary tilt
(B) Federal character
(C) Democratic nature
(D) Republican ideal

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**179.** The Public Accounts Committee (PAC) of the Parliament examines the report of the:

**260.** What can be inferred as the primary rationale for India's unique blend of parliamentary and federal features with a unitary bias?
(A) To balance national integrity with regional diversity.
(B) To replicate the British system of governance without any changes.
(C) To prioritize regional autonomy over national unity completely.
(D) To create a weak central government and powerful states.

**Direction :** Please read the following source carefully.

*Within the Union Government's executive branch, the constitutional and political arrangement delineates distinct but interconnected roles for the President, the Prime Minister, and the Council of Ministers. The President serves as the constitutional head of the state, representing the nation and acting as the formal head of the executive. However, this role is largely ceremonial, as the President is bound by the Constitution to act on the aid and advice of the Council of Ministers, headed by the Prime Minister. The real executive power, therefore, is vested in the Prime Minister, who is the head of the government. The Prime Minister functions as the principal channel of communication between the President and the Council of Ministers and is the pivotal figure in the governance structure. The Council of Ministers, which comprises Cabinet Ministers, Ministers of State, and Deputy Ministers, is the collective body that formulates government policy and makes key administrative decisions. The principle of collective responsibility mandates that the entire Council of Ministers is jointly accountable to the Lok Sabha for all its decisions, and an adverse vote can lead to the government's resignation. This tripartite relationship ensures a system of checks and balances where formal authority is tempered by political responsibility.*

Based on the above source, attempt the following five questions.

**261.** According to the passage, where does the real executive power in the Union Government reside?
(A) With the President, who is the constitutional head of state.
(B) With the Council of Ministers as an independent body.
(C) With the Parliament, which can dismiss the government.
(D) With the Prime Minister, who is the head of the government.

**262.** The passage states that the President's role is largely ceremonial because:
(A) The President is not directly elected by the people.
(B) The President is constitutionally required to act on the advice of the Council of Ministers.
(C) The Prime Minister is the main channel of communication with the Council of Ministers.
(D) The President holds office for a fixed term of five years.

**263.** What is the primary implication of the principle of 'collective responsibility' as described in the passage?
(A) Each minister is individually responsible for their department's actions only.
(B) The Prime Minister alone is accountable to the Parliament.
(C) The entire Council of Ministers is jointly accountable to the Lok Sabha for its decisions.
(D) The President is responsible for the actions of the Council of Ministers.

**264.** What is the function of the Prime Minister in relation to the President and the Council of Ministers?
(A) To act as a subordinate to the President.
(B) To execute only the decisions formally approved by the President.
(C) To lead the Council of Ministers independently of the President.
(D) To serve as an intermediary and primary communication link between them.

**265.** The overall structure of the Union Executive, as depicted in the passage, is designed to:
(A) Ensure formal authority is balanced by political accountability.
(B) Grant absolute and unchecked power to the President.
(C) Make the Council of Ministers superior to the Prime Minister.
(D) Separate the executive completely from the

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**191.** The President can promulgate an ordinance only when:
(A) The Lok Sabha has been dissolved.
(B) Either or both Houses of Parliament are not in session.
(C) There is a disagreement between the two Houses of Parliament.
(D) The Supreme Court advises him to do so.

**192.** What is the primary role of the Principal Secretary in the Prime Minister's Office (PMO)?
(A) Managing all public relations and media appearances for the Prime Minister.
(B) Handling the personal finances and private legal affairs of the Prime Minister.
(C) Serving as the primary liaison between the Prime Minister and his political party.
(D) Heading the PMO's administration and serving as the PM's chief advisor.

**193.** The concept of 'Judicial Activism' in India is closely associated with the introduction and expansion of:
(A) Public Interest Litigation (PIL)
(B) The Collegium System
(C) The Basic Structure Doctrine
(D) The procedure for impeachment of judges

**194.** Match List I with List II regarding constitutional writs and their meanings.
List I: (Writ)
P. Habeas Corpus
Q. Mandamus
R. Prohibition
S. Certiorari
List II: (Meaning)
1. To command a public authority to perform its duty.
2. To produce the body of a person.
3. To quash an order of a lower court.
4. To forbid a lower court from proceeding.
Codes:
(A) P-2, Q-1, R-4, S-3
(B) P-1, Q-2, R-3, S-4
(C) P-2, Q-4, R-1, S-3
(D) P-3, Q-1, R-4, S-2

**195.** The first Lokayukta institution in India was established in which state?
(A) Maharashtra
(B) Uttar Pradesh
(C) Bihar
(D) Rajasthan

**196.** Which of the following statements correctly describes the relationship between the Politician and Civil Servant?
(A) The politician is permanent, while the civil servant is temporary.
(B) The civil servant provides policy goals, and the politician implements them.
(C) The civil servant is accountable to the public, while the politician is accountable to the President.
(D) The politician represents the people, and the civil servant provides administrative continuity and expertise.

**197.** The Sardar Vallabhbhai Patel National Police Academy, which trains IPS officers, is located in:
(A) Mussoorie
(B) Hyderabad
(C) Delhi
(D) Mount Abu

**198.** The 'bottom-up' approach to planning is a key feature of the philosophy of which institution?
(A) The pre-1991 Planning Commission
(B) The National Development Council
(C) The NITI Aayog
(D) The Finance Commission

**199.** The power of the Supreme Court to advise the President on any question of law or fact is part of its:
(A) Original Jurisdiction
(B) Appellate Jurisdiction
(C) Writ Jurisdiction
(D) Advisory Jurisdiction

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**200.** The 'MyGov.in' platform is an e-governance initiative for:
(A) Citizen engagement in governance.
(B) Filing income tax returns online.
(C) Online booking of railway tickets.
(D) Accessing digital land records.

**201.** The system of 'Subas' (provinces) with a 'Subedar' as the head was a key administrative division during the:
(A) Mauryan period
(B) Mughal period

(C) Gupta period
(D) British period

**202.** The distinction between 'Political Executive' and 'Permanent Executive' is a hallmark of which form of government?
(A) Presidential
(B) Parliamentary
(C) Monarchy
(D) Autocracy

**203.** Which of the following is a key issue in the debate over combating corruption in India?
(A) The need for stronger laws versus better implementation of existing laws.
(B) The role of technology in increasing transparency.
(C) All of the above.
(D) The importance of an independent investigative agency.

**204.** The National Judicial Appointments Commission (NJAC) Act was declared unconstitutional by the Supreme Court because it was seen as violating:
(A) The principle of federalism.
(B) The fundamental right to equality.
(C) The independence of the judiciary.
(D) The powers of the Parliament.

**205.** The CCTNS (Crime and Criminal Tracking Network and Systems) project is an e-governance initiative related to:
(A) Tax administration
(B) Police administration
(C) Judicial administration
(D) Electoral administration

**206.** The 'doctrine of basic structure' of the Constitution was propounded by the Supreme Court in which landmark case?
(A) Golaknath vs. State of Punjab
(B) Maneka Gandhi vs. Union of India
(C) S.R. Bommai vs. Union of India
(D) Kesavananda Bharati vs. State of Kerala

**207.** In the context of British India, who was the first Indian to be appointed to the Viceroy's Executive Council?
(A) Satyendra Prasanna Sinha
(B) Dadabhai Naoroji
(C) Gopal Krishna Gokhale
(D) Motilal Nehru

**208.** Which of the following is NOT a function of the Cabinet Secretariat?
(A) Providing secretarial assistance to the Cabinet and its Committees.
(B) Managing inter-ministerial coordination.
(C) Preparing the annual budget for the country.
(D) Monitoring the implementation of Cabinet decisions.

**209.** The Dinesh Goswami Committee is associated with which of the following?
(A) Electoral Reforms
(B) Civil Service Reforms
(C) Centre-State Relations
(D) Banking Sector Reforms

**210.** The concept of "Social Audit" is a mechanism of accountability primarily associated with:
(A) The Judiciary
(B) The Parliament
(C) The armed forces
(D) Social welfare schemes like MGNREGA

**211.** The Second Administrative Reforms Commission's report titled "Ethics in Governance" deals extensively with the issue of:
(A) Centre-State relations
(B) Combating corruption
(C) Local government
(D) E-governance

**212.** The power to create a new All India Service rests with:
(A) The President of India
(B) The Union Public Service Commission
(C) The Parliament of India
(D) The Prime Minister's Office

**213.** Which of the following is NOT a function of the NITI Aayog?
(A) To act as a policy think tank for the government.
(B) To foster cooperative federalism.
(C) To monitor and evaluate the implementation of programmes.
(D) To allocate financial resources to the states.

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**214.** What is the "collegium" in the context of the Indian judiciary?
(A) Senior Supreme Court judges overseeing judge appointments and transfers.
(B) A specialized committee of Parliament that provides oversight for the judiciary.
(C) A voluntary association comprising all former and retired Chief Justices of India.
(D) A formal statutory body created to recommend comprehensive judicial reforms.

**215.** The 'Solanki-Chavan model' refers to a historical approach in police administration in some states, characterized by:
(A) A highly professional and autonomous police force.
(B) A police force heavily influenced by caste-based political patronage.
(C) The integration of police with paramilitary forces.
(D) A focus on community policing initiatives.

**216.** The 'Pro-Active Governance and Timely Implementation' (PRAGATI) platform is a digital initiative personally monitored by the:
(A) President
(B) Prime Minister
(C) Chief Justice of India
(D) Cabinet Secretary

**217.** The principle of 'subsidiarity' in a federal system implies that:
(A) Mandating that all important decisions be taken by the central government.
(B) Ensuring the judiciary has the final decision-making power in all matters.
(C) Handling matters at the lowest or least centralized competent authority.
(D) Treating states as subordinate to the central government in every aspect.

**218.** The Lokpal is a multi-member body consisting of a chairperson and a maximum of how many members?
(A) 5
(B) 10
(C) 8
(D) 12

**219.** The "Iron Frame" of Indian administration, as referred to by Sardar Vallabhbhai Patel, was the:
(A) Indian Army
(B) Indian Civil Services
(C) Indian Judiciary
(D) Indian Constitution

**220.** The primary purpose of capacity building initiatives for civil servants is to transform them from being mere administrators to:
(A) Political leaders
(B) Technicians with single-domain expertise
(C) Revenue collectors
(D) Facilitators and enables of development

**221.** The 'basic structure' of the Indian Constitution includes concepts like:
(A) The detailed procedure for amending the constitution.
(B) The exact number of members in the Lok Sabha.
(C) The supremacy of the constitution, rule of law, and independence of the judiciary.
(D) The list of official languages of India.

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**222.** The 'Ribot Commission' (1902) in the context of police reforms in India primarily recommended:
(A) Improvement in the salaries and training of police personnel.
(B) The establishment of a separate intelligence bureau.
(C) The creation of the Indian Police Service.
(D) The merger of police and military forces.

**223.** What is the fundamental difference between the Planning Commission and the NITI Aayog regarding financial powers?
(A) NITI Aayog has more financial powers than the Planning Commission had.
(B) Both have identical financial powers.
(C) The Planning Commission's financial recommendations were not binding, but NITI Aayog's are.
(D) The Planning Commission had the power to allocate funds, while NITI Aayog does not.

**224.** The tenure of the Council of Ministers is not fixed because:
(A) They can be dismissed by the President at any time.
(B) They hold office as long as they enjoy the

confidence of the Lok Sabha.
(C) They must resign every two years for re-election.
(D) Their tenure is linked to the tenure of the Chief Justice of India.

**225.** The Committee on Subordinate Legislation, a parliamentary committee, performs the function of:
(A) Examining all legislative bills before they are formally introduced in the House.
(B) Investigating all corruption charges against sitting members of the Parliament.
(C) Scrutinizing executive rules made under powers delegated by Parliament.
(D) Preparing the comprehensive annual budget for the Parliament's own secretariat.

**226.** The introduction of a Civil Services Aptitude Test (CSAT) in the UPSC Preliminary examination was a part of reforms aimed at:
(A) Testing the ethical and aptitude skills of candidates beyond just knowledge.
(B) Increasing the weightage of the interview.
(C) Making the exam easier for candidates from rural backgrounds.
(D) Focusing exclusively on knowledge of Indian history and culture.

**227.** The advisory jurisdiction of the Supreme Court is not binding on the President. This was established in which of the following presidential references?
(A) In re the Delhi Laws Act
(B) In re the Berubari Union
(C) In re Special Courts Bill
(D) In re Cauvery Water Disputes Tribunal

**228.** 'DigiLocker' is an e-governance initiative that allows citizens to:
(A) File complaints against government officials.
(B) Store and share electronic copies of official documents.
(C) Participate in online government auctions.
(D) Monitor the progress of infrastructure projects.

**229.** The Islington Commission (1912) on Public Services in India is noted for recommending:
(A) The reservation of 25% of higher posts for Indians.
(B) The immediate abolition of the Indian Civil Service.
(C) The simultaneous holding of civil service examinations in England and India.
(D) The creation of provincial civil services.

**230.** The President's Rule in a state (Article 356) can be imposed on the recommendation of the:
(A) Prime Minister
(B) Chief Justice of the High Court
(C) Governor of the State
(D) State Legislature

**231.** The system of Departmentally Related Standing Committees (DRSCs) was introduced in the Indian Parliament to:
(A) Provide a platform for lobbying by corporate houses.
(B) Enable more detailed and expert scrutiny of government policies and bills.
(C) Function as an alternative to the Cabinet.
(D) Enable more detailed and expert scrutiny of government policies and bills.

**232.** The phrase "To uphold and protect the Sovereignty, Unity and Integrity of India" is a provision made in the:
(A) Preamble of the Constitution
(B) Directive Principles of State Policy
(C) Fundamental Rights
(D) Fundamental Duties

**233.** The 'National Centre for Good Governance' (NCGG) was set up by the Government of India to function as a premier think tank and training institution for:
(A) Governance and Public Policy Reforms
(B) Judicial Reforms
(C) Police Reforms
(D) Electoral Reforms

**234.** Which of the following is NOT a recognized classification of Civil Services in India?
(A) All India Services
(B) Central Services
(C) Municipal Services
(D) State Services

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**235.** The ultimate responsibility for the implementation of Five-Year Plans in India rested with the:
(A) Union and State Governments
(B) National Development Council
(C) Planning Commission
(D) Finance Commission

**236.** Which Constitutional Amendment Act gave constitutional status to Panchayati Raj Institutions?
(A) 71st Amendment Act
(B) 72nd Amendment Act
(C) 73rd Amendment Act
(D) 74th Amendment Act

**237.** The Comptroller and Auditor General (CAG) of India acts as the guardian of the:
(A) Public liberties
(B) Public purse
(C) Civil services
(D) Judicial independence

**238.** Who is commonly known as the 'Father of Civil Services in India'?
(A) Lord Wellesley
(B) Lord Cornwallis
(C) Lord Hastings
(D) Lord Dalhousie

**239.** In the Mughal administration, the officer known as 'Mir Bakshi' was the head of which department?
(A) Revenue Department
(B) Military Department
(C) Religious Affairs
(D) Royal Household

**240.** The concept of 'Citizen's Charter' was first articulated and implemented in which country?
(A) India
(B) United States of America
(C) United Kingdom
(D) France

**241.** Which Article of the Indian Constitution provides for the 'Dismissal, removal or reduction in rank of persons employed in civil capacities under the Union or a State'?
(A) Article 309
(B) Article 310
(C) Article 311
(D) Article 312

**242.** The Public Accounts Committee (PAC) of the Parliament consists of how many members from the Rajya Sabha?
(A) 7
(B) 10
(C) 15
(D) 22

**243.** The Right to Information (RTI) Act was enacted in India in the year:
(A) 2002
(B) 2005
(C) 2010
(D) 2014

**244.** The Inter-State Council was set up in 1990 on the recommendation of which commission?
(A) Punchhi Commission
(B) Sarkaria Commission
(C) Rajamannar Committee
(D) Administrative Reforms Commission

**245.** The Attorney General of India holds office during the pleasure of the:
(A) Prime Minister
(B) Chief Justice of India
(C) President
(D) Parliament

**246.** Which of the following is considered the 'custodian' of the Indian Constitution?
(A) The President of India
(B) The Prime Minister of India
(C) The Parliament of India
(D) The Supreme Court of India

**247.** The 'Bhoomi' project, a pioneering e-governance initiative for the computerization of land records, originated in which state?
(A) Andhra Pradesh
(B) Karnataka
(C) Madhya Pradesh
(D) Kerala

**248.** Match List I with List II regarding Constitutional Articles and their subjects.
List I: (Article)
P. Article 280

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Q. Article 324
R. Article 315
S. Article 76

List II: (Subject)
1. Election Commission
2. Finance Commission
3. Attorney General of India
4. Union Public Service Commission

Codes:
(A) P-2, Q-1, R-4, S-3
(B) P-1, Q-2, R-3, S-4
(C) P-4, Q-3, R-2, S-1
(D) P-2, Q-4, R-1, S-3

**249.** Who is the ex-officio Chairperson of the National Development Council (NDC)?
(A) The President of India
(B) The Vice-President of India
(C) The Prime Minister of India
(D) The Union Finance Minister

**250.** The recommendation to establish the institution of 'Lokpal' and 'Lokayukta' was first made by the:
(A) First Administrative Reforms Commission (1966)
(B) Second Administrative Reforms Commission (2005)
(C) Santhanam Committee (1962)
(D) Gorwala Committee (1951)

**Direction :** Please read the following source carefully.

*The evolution of Indian administration is a testament to its layered history, with each significant historical period—Ancient, Mughal, and British—imprinting lasting features onto its structure and ethos. The ancient period, characterized by monarchical systems, also nurtured traditions of local self-governance and a sophisticated, albeit variable, revenue administration. The Mughal era introduced a more systematized and centralized administrative apparatus, most notably through the Mansabdari system, which integrated civil and military functions, and a structured land revenue system that formed the backbone of state finance. However, it was the British period that laid the direct foundations for modern Indian administration. The introduction of the Secretariat system, the codification of laws establishing the principle of rule of law, and the creation of the 'steel frame'—the All India Services—were pivotal developments. This colonial administrative legacy, while designed for imperial control, provided the post-independence Indian state with a ready-made, hierarchical, and rule-oriented bureaucratic structure. The constitutional framework adopted after 1947 consciously retained many of these structures while attempting to reorient their purpose from colonial rule to democratic governance and national development, creating a complex blend of historical continuity and purposive change.*

Based on the above source, attempt the following five questions.

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**251.** According to the passage, what was a primary contribution of the Mughal era to Indian administration?
(A) The introduction of local self-governance traditions.
(B) The creation of a systematic, centralized apparatus with an integrated civil-military system.
(C) The establishment of a parliamentary system of governance.
(D) The codification of laws that established the principle of rule of law.

**252.** The passage suggests that the British administrative legacy was characterized by which of the following?
(A) The creation of a rule-oriented, hierarchical bureaucracy and the Secretariat system.
(B) A system designed primarily for democratic governance and social welfare.
(C) A fluid and decentralized administrative structure with minimal hierarchy.
(D) The complete eradication of all pre-existing Mughal and ancient administrative practices.

**253.** What does the passage imply about the relationship between the British administrative system and the post-independence Indian framework?
(A) The post-independence framework was a complete rejection of the British system.
(B) The post-independence framework was solely based on ancient Indian traditions.
(C) The post-independence framework retained

many British structures but aimed to repurpose them.
(D) The British system was found to be entirely unsuitable for democratic governance.

**254.** Which concept is described in the passage as the 'steel frame' of Indian administration?
(A) The Mansabdari system.
(B) The local self-governance bodies.
(C) The Secretariat system.
(D) The All India Services.

**255.** The central argument of the passage is that modern Indian administration is:
(A) A direct and unaltered continuation of the British colonial system.
(B) A system primarily influenced by the ancient monarchical structures.
(C) An amalgamation of influences from Ancient, Mughal, and British periods.
(D) A completely new system created after 1947 with no historical precedent.

**Direction :** Please read the following source carefully.

*The constitutional framework of India is a sophisticated construct that intricately weaves together parliamentary and federal features, creating a unique politico-administrative system. The parliamentary aspect is evident in the close nexus between the executive and the legislative branches, where the government, led by the Prime Minister, is drawn from and remains collectively responsible to the Parliament. This ensures continuous accountability of the executive to the people's representatives. Concurrently, the framework exhibits strong federal characteristics, such as a written constitution that is the supreme law of the land, a clear division of legislative, administrative, and financial powers between the Union and the States, and the presence of an independent judiciary to adjudicate disputes and uphold the constitutional division of powers. However, scholars often describe the Indian system as 'quasi-federal' or 'federal with a strong unitary bias'. This is due to several constitutional provisions that tilt the balance of power in favour of the Union government, such as the office of the Governor, the provision for President's Rule, the financial dependence of states on the centre, and the dominance of All India Services. This blend is not a contradiction but a deliberate design to maintain national unity and integrity while accommodating regional diversity and aspirations.*

Based on the above source, attempt the following five questions.

**256.** Which feature, according to the passage, exemplifies the parliamentary nature of the Indian constitutional framework?
(A) The existence of a written constitution as the supreme law.
(B) The collective responsibility of the government to the Parliament.
(C) The clear division of powers between the Union and the States.
(D) The presence of an independent judiciary to adjudicate disputes.

**257.** The passage describes the Indian system as 'quasi-federal' primarily because:
(A) The Prime Minister holds the most significant executive power.
(B) The Parliament is bicameral in its structure.
(C) The judiciary has the power of judicial review.
(D) The Constitution contains provisions that favour the Union government's power over the States.

**258.** Based on the passage, what is the role of the independent judiciary in the context of Indian federalism?
(A) To uphold the constitutional division of powers between the Union and States.
(B) To appoint the Prime Minister and the Council of Ministers.
(C) To act as an agent of the Union government in the states.
(D) To ensure the executive is accountable to the legislature.

**259.** Which of the following is NOT mentioned in the passage as a feature contributing to the 'unitary bias' of the Indian federal system?
(A) The office of the Governor.
(B) The financial dependence of states.
(C) The mechanism of Public Interest Litigation.
(D) The provision for President's Rule.

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(A) Finance Commission
(B) NITI Aayog
(C) Comptroller and Auditor General (CAG)
(D) Union Public Service Commission (UPSC)

**180.** The Lokayukta is appointed by the:
(A) Chief Minister of the State
(B) Chief Justice of the High Court
(C) Speaker of the Legislative Assembly
(D) Governor of the State

**181.** 'Anonymity' is considered a key principle of the civil service. What does it imply?
(A) Ensuring that civil servants work in complete secrecy with no public interaction.
(B) Shielding civil servants from public praise or blame for their policy advice.
(C) Keeping the names of all civil servants confidential in government directories.
(D) Mandating that all civil servants use pseudonyms in official communications.

**182.** Which of the following is NOT an All India Service?
(A) Indian Administrative Service (IAS)
(B) Indian Police Service (IPS)
(C) Indian Foreign Service (IFS)
(D) Indian Forest Service (IFoS)

**183.** Which committee recommended that the Chairman and members of the UPSC should be selected from a wider pool of talent, including academia and the private sector?
(A) Y. K. Alagh Committee
(B) B. S. Baswan Committee
(C) Surinder Nath Committee
(D) P. C. Hota Committee

**184.** In the context of planning, the 'rolling plan' concept was introduced in India by which government?
(A) The Janata Party government
(B) The Congress government under Indira Gandhi
(C) The UPA government under Manmohan Singh
(D) The NDA government under Atal Bihari Vajpayee

**185.** The "Three-tier governance structure with a 'Team India' Wing" is a feature of which organization?
(A) Planning Commission
(B) NITI Aayog
(C) National Development Council
(D) Inter-State Council

**186.** The original jurisdiction of the Supreme Court of India extends to disputes between:
(A) Two or more citizens of India.
(B) The Government of India and one or more States.
(C) A citizen and the government.
(D) Different departments of the same ministry.

**187.** The term 'creamy layer' in the context of reservation policy was first elaborated by the Supreme Court in which case?
(A) Indira Sawhney case
(B) Kesavananda Bharati case
(C) Maneka Gandhi case
(D) Golaknath case

**188.** Which of the following is NOT a pillar of the Digital India initiative?
(A) Digital Infrastructure as a Core Utility to Every Citizen
(B) Governance and Services on Demand
(C) Digital Empowerment of Citizens
(D) Manual Processing of all Government Applications

**189.** The Lee Commission (1924) recommendations are significant in the history of Indian Civil Services because they:
(A) Recommended the abolition of the ICS.
(B) Proposed the creation of the Federal Public Service Commission.
(C) Suggested a complete Indianization of all services.
(D) Recommended a 50:50 ratio of British to Indian recruits in the ICS.

**190.** Which act laid the foundation of central administration in India by making the Governor of Bengal the Governor-General of Bengal?
(A) Pitt's India Act, 1784
(B) Charter Act, 1833
(C) Regulating Act, 1773
(D) Charter Act, 1853

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legislative branch.

**Direction :** Please read the following source carefully.

*The machinery of the Union Government is supported by a sophisticated institutional architecture comprising the Central Secretariat, the Cabinet Secretariat, and the Prime Minister's Office (PMO). The Central Secretariat is the expansive administrative ecosystem that consists of all the ministries and departments of the government. It functions as the primary nerve centre for policy formulation, providing the necessary information, analysis, and logistical support to the ministers. It is responsible for translating cabinet decisions into actionable policies and overseeing their implementation. At a higher, more strategic level is the Cabinet Secretariat, which functions under the direct charge of the Prime Minister. Headed by the Cabinet Secretary, the senior-most civil servant, its primary role is to provide secretarial assistance to the Cabinet and its various committees, ensure inter-ministerial coordination, and serve as a high-level clearinghouse for policy proposals before they reach the Cabinet. Distinct from these is the Prime Minister's Office (PMO), a highly influential staff agency. The PMO's role is not to supplant the ministries but to provide the Prime Minister with direct secretarial and advisory support, manage his official engagements, and handle public relations. It has evolved into a powerful centre of control and coordination, reflecting the increasing centrality of the Prime Minister's role in the governmental system.*

Based on the above source, attempt the following five questions.

**266.** What is the primary function of the Central Secretariat as described in the passage?
(A) To provide direct advisory support exclusively to the Prime Minister.
(B) To serve as the main apparatus for policy formulation and implementation support for ministries.
(C) To function as a high-level body for inter-ministerial coordination only.
(D) To act as a public relations wing for the government.

**267.** The passage distinguishes the Cabinet Secretariat from the Central Secretariat by highlighting its role in:
(A) Overseeing the day-to-day administration of a single ministry.
(B) Providing secretarial assistance to the Cabinet and ensuring inter-ministerial coordination.
(C) Handling the Prime Minister's personal correspondence and appointments.
(D) Formulating the national budget and economic policies.

**268.** According to the passage, who heads the Cabinet Secretariat?
(A) The senior-most civil servant, known as the Cabinet Secretary.
(B) The Prime Minister.
(C) The Home Minister.
(D) A minister without portfolio appointed by the President.

**269.** The passage suggests that the evolution of the Prime Minister's Office (PMO) into a powerful centre reflects:
(A) The declining importance of the Cabinet system.
(B) The constitutional mandate to reduce the power of ministries.
(C) The increasing concentration of authority and focus on the Prime Minister's role.
(D) The traditional administrative structure inherited from the British.

**270.** Which of the following statements accurately represents the relationship between the PMO and other ministries as per the passage?
(A) The PMO has officially replaced the functions of the Central Secretariat.
(B) The PMO is constitutionally subordinate to the Cabinet Secretariat.
(C) All ministries are required to report directly to the PMO instead of their ministers.
(D) The PMO is designed to provide staff support to the Prime Minister, not to supplant ministries.

**Direction :** Please read the following source carefully.

*Accountability is a cornerstone of democratic governance, and in the Indian administrative*

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# ANSWERS

1. (B) A highly centralized bureaucratic state
The Mauryan Empire established a sophisticated administrative framework characterized by high centralization and a complex bureaucracy. This system ensured effective control over vast territories through a hierarchy of officials. Detailed records, espionage, and centralized revenue collection were pivotal. Kautilya's Arthashastra provides extensive insights into this structure, emphasizing the king's supreme authority and the systematic division of administrative duties to maintain law and order across the empire.

2. (A) A system determining the rank, salary, and military obligations of officials.
The Mansabdari system was the fundamental administrative framework of the Mughal Empire, introduced by Akbar. It served as a grading mechanism to determine the institutional rank, fixed pay, and specific military responsibilities of government officials. Each officer held a numerical rank known as a mansab, which dictated their status in the imperial hierarchy and the number of cavalry they were required to maintain for the state.

3. (C) The complete replacement of traditional local governance institutions.
While British rule significantly altered Indian administration by introducing modern civil services and the rule of law, it did not completely replace all traditional local governance institutions. Many indigenous systems, particularly at the village level, persisted alongside the centralized colonial structure. The British often adapted or integrated existing local frameworks to facilitate revenue collection and maintain social order, rather than embarking on a total eradication of ancient community-based systems.

4. (D) A system where the executive is responsible to and drawn from the legislature.
A core characteristic of the parliamentary system in India is the fusion of the executive and legislative branches. Members of the Council of Ministers must be members of the legislature, ensuring that those who implement policies are directly accountable to the elected representatives. This arrangement facilitates collective responsibility, where the executive remains in power only as long as it retains the confidence and support of the lower house.

5. (A) Both Statement I and Statement II are true.
The Indian Constitution establishes a federal structure but incorporates significant unitary features, often described as a quasi-federal system. This bias ensures national integrity and effective central coordination. Furthermore, the Union Government possesses the specific constitutional authority to reorganize state boundaries or create new states without the mandatory consent of the affected states. These provisions highlight the supremacy of the central authority in maintaining the geographical and political unity.

6. (B) Single Citizenship
Federalism typically involves dual citizenship, where individuals are citizens of both the national government and their respective states. However, the Indian Constitution provides for only single citizenship to promote national unity and prevent fragmentation. Features like a written constitution, division of powers between different levels of government, and a bicameral legislature are standard federal characteristics that exist in India to balance regional interests with national governance.

7. (D) The Chief Justice of India
Under the constitutional provisions of India, the President must take an oath or affirmation before entering office. This ceremony is conducted by the Chief Justice of India to ensure judicial oversight of the highest executive office. In the absence of the Chief Justice, the most senior judge of the Supreme Court available performs this duty. This process reinforces the supremacy of the Constitution and the legal framework.

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*integrity institution in the country. The CVC is not an investigative body in itself but is mandated to exercise superintendence over the vigilance administration of various Central Government departments and advise them on matters related to corruption prevention and disciplinary action. While the Lokpal has a broader mandate covering corruption, the CVC's primary role is advisory and supervisory in the vigilance domain. Together with various regulatory authorities that oversee specific sectors like telecom or insurance, these institutions form a crucial part of the accountability ecosystem, aiming to enhance transparency and make the administration more responsive to citizen grievances.*

Based on the above source, attempt the following five questions.

**276.** What is the primary function of the Lokpal and Lokayukta institutions as described in the passage?
(A) To act as ombudsman-like bodies to inquire into corruption allegations.
(B) To formulate economic policies for the government.
(C) To supervise the conduct of elections in the country.
(D) To provide legal aid to citizens in civil disputes.

**277.** The passage distinguishes the Central Vigilance Commission (CVC) from the Lokpal by highlighting that the CVC's role is primarily:
(A) Investigative and prosecutorial against all public servants.
(B) Judicial, with powers to sentence corrupt officials.
(C) Focused exclusively on grievances against the judiciary.
(D) Advisory and supervisory in the domain of vigilance administration.

**278.** According to the passage, the Lokpal operates at which level of government?
(A) The State level.
(B) The Union level.
(C) The Municipal level.
(D) The District level.

**279.** The collective purpose of the Lokpal, Lokayukta, and CVC, as suggested by the text, is to:
(A) Replace the existing judicial system.
(B) Directly implement government welfare schemes.
(C) Enhance transparency, combat corruption, and redress citizen grievances.
(D) Conduct recruitment for the civil services.

**280.** The passage mentions "regulatory authorities" as part of the accountability ecosystem. What can be inferred about their function?
(A) They have a general mandate to fight corruption in all departments.
(B) They are ombudsman bodies identical to the Lokpal.
(C) They are subordinate to the Central Vigilance Commission.
(D) They oversee specific sectors of the economy or administration.

**Direction :** Please read the following source carefully.

*Indian administration is characterized by several persistent issue areas that shape its internal dynamics and public perception, notably the nature of politician-civil servant relations and the generalists versus specialists debate. The relationship between politicians, who form the temporary, elected executive, and civil servants, who constitute the permanent, non-partisan executive, is inherently complex. Ideally, civil servants are expected to offer frank, objective advice and implement policies with political neutrality, while politicians provide the democratic mandate and policy direction. However, this dynamic is often fraught with tension, with concerns about political interference in administrative matters on one hand, and bureaucratic unresponsiveness on the other. Equally significant is the enduring generalists and specialists debate. This concerns the suitability of 'generalist' administrators, typically from the Indian Administrative Service (IAS), to hold top positions across a wide array of technical and specialized government departments, versus the argument for promoting 'specialists'—experts with domain-specific knowledge, such as engineers, doctors, or economists—to lead these departments. Proponents of generalists emphasize their broad administrative experience and coordinative skills, while advocates for specialists argue for the necessity of deep technical expertise in an increasingly complex governance*

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**292.** The passage states that the NITI Aayog was created to replace the Planning Commission and function as a:
(A) Policy 'Think Tank' to foster cooperative federalism.
(B) Central planning authority with financial powers.
(C) Body for implementing projects at the grassroots level.
(D) Supreme judicial authority on economic matters.

**293.** A key difference between the Planning Commission and the NITI Aayog, as highlighted in the passage, is:
(A) The NITI Aayog has a Prime Minister as chairman, whereas the Planning Commission did not.
(B) The NITI Aayog follows a top-down approach, while the Planning Commission was bottom-up.
(C) The Planning Commission was a constitutional body, whereas the NITI Aayog is not.
(D) The NITI Aayog emphasizes cooperative federalism and acts as a think tank, unlike the centralized Planning Commission.

**294.** What was the function of the National Development Council (NDC) in the previous planning system?
(A) To execute the Five-Year Plans at the district level.
(B) To serve as a forum for centre-state deliberation and approval of plans.
(C) To audit the accounts of the Planning Commission.
(D) To independently formulate alternative development plans.

**295.** The shift from the Planning Commission to the NITI Aayog represents a move towards:
(A) A more centralized and rigid planning structure.
(B) An emphasis on short-term projects over long-term strategy.
(C) A more collaborative and advisory role in guiding development.
(D) The complete abandonment of development planning in India.

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**Direction :** Please read the following source carefully.

*The Indian Constitution assiduously provides for an independent judiciary, which is considered a fundamental pillar of the country's democratic framework. This independence is crucial for the Supreme Court and the High Courts to function as effective guardians of the Constitution and protectors of fundamental rights. A cornerstone of the judiciary's power is the doctrine of Judicial Review, which empowers courts to scrutinize the actions of the legislative and executive branches and declare any law or executive order null and void if it contravenes the provisions of the Constitution. This power ensures constitutional supremacy and checks potential abuses of power. Over the years, the judiciary's role has been further amplified through innovations like Public Interest Litigation (PIL). PIL has significantly democratized access to justice by allowing public-spirited citizens and organizations to file petitions on behalf of marginalized or disadvantaged groups who cannot approach the courts themselves. While the judiciary's role is widely lauded, there is a concurrent and persistent discourse on the need for Judicial Reforms and Police Administration Reforms. These reforms aim to address issues like judicial delays, case backlogs, and accountability, thereby enhancing efficiency. In recent times, E-Governance initiatives have also been introduced within the judicial and police systems to modernize their functioning and improve service delivery.*

Based on the above source, attempt the following five questions.

**296.** What is the primary purpose of Judicial Review as described in the passage?
(A) To allow the judiciary to create new legislation.
(B) To give the executive branch control over judicial appointments.
(C) To permit the legislature to overrule Supreme Court decisions.
(D) To enable courts to scrutinize and invalidate unconstitutional laws and executive actions.

**297.** According to the passage, how has Public Interest Litigation (PIL) impacted the justice system in India?
(A) It has democratized access to justice for

**286.** What is the unique characteristic of the All India Services (AIS) as mentioned in the passage?
(A) They are recruited by State governments but serve under the Union.
(B) Their members serve exclusively within the Union government's departments.
(C) Their members are recruited and serve only within a particular State.
(D) They are recruited by the Union but members serve under both Union and State governments.

**287.** According to the passage, the primary responsibility of the Union Public Service Commission (UPSC) is to:
(A) Conduct recruitment for State Services.
(B) Formulate policies for the Central Government.
(C) Conduct merit-based recruitment for All India and Central Services.
(D) Manage the transfer and posting of civil servants.

**288.** How are Central Services different from All India Services, based on the text?
(A) Central Services are considered more prestigious than All India Services.
(B) Central Services personnel serve exclusively under the Union Government.
(C) Central Services are recruited by the State Public Service Commissions.
(D) Central Services do not exist; all services are either All India or State.

**289.** The passage suggests that the main purpose of having independent recruitment agencies like the UPSC and SPSCs is to:
(A) Generate revenue for the government through application fees.
(B) Train the civil servants after they are recruited.
(C) Decide the service conditions and salaries of government employees.
(D) Ensure the selection process is merit-based and free from undue influence.

**290.** What is the intended purpose of the dual control structure of the All India Services?
(A) To promote national unity and uniform administrative standards.
(B) To reduce the administrative burden on the Union Government.
(C) To give states complete control over their administration.
(D) To limit the career progression of civil servants.

**Direction :** Please read the following source carefully.

*The landscape of development planning in India has undergone a significant transformation, reflecting evolving economic philosophies and federal dynamics. For decades, the system was dominated by the Planning Commission, an extra-constitutional body established in 1950. The Planning Commission, with the Prime Minister as its ex-officio chairman, adopted a top-down, centralized approach to development, formulating comprehensive Five-Year Plans for the entire country. The National Development Council (NDC), comprising the Prime Minister, Union Cabinet Ministers, and Chief Ministers of all states, was instituted to secure cooperation and approve the plans, serving as a high-level forum for centre-state deliberation. However, this model was criticized for its rigid structure and one-size-fits-all approach. In 2015, this system was replaced by the NITI Aayog (National Institution for Transforming India). Unlike its predecessor, the NITI Aayog is conceptualized as a policy 'Think Tank' rather than a central planning authority with financial powers. It is designed to foster 'Cooperative Federalism' by actively involving states in policy formulation. It moves away from the Five-Year Plan model and focuses on providing strategic and technical advice to the central and state governments, emphasizing a bottom-up and collaborative approach to guide India's development trajectory.*

Based on the above source, attempt the following five questions.

**291.** What was the primary role of the Planning Commission as described in the passage?
(A) To function as a policy think tank offering only advisory support.
(B) To exclusively manage the financial budgets of the states.
(C) To formulate centralized Five-Year Plans for the country's development.
(D) To act as a judicial body for resolving centre-state disputes.

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*landscape. These two debates are central to the discourse on administrative reform and efficiency.*
Based on the above source, attempt the following five questions.

**281.** What is the core tension in politician-civil servant relations as described in the passage?
(A) The conflict between the democratic mandate of politicians and the expected neutrality of civil servants.
(B) The disagreement over salary and perquisites between the two groups.
(C) The competition for public recognition and media attention.
(D) The debate over whether politicians should be recruited from the civil service.

**282.** According to the passage, what is the ideal role of a civil servant in relation to a politician?
(A) To follow political directives without question or advice.
(B) To provide objective advice and implement policies with neutrality.
(C) To actively participate in political campaigns and party activities.
(D) To overrule the decisions of the elected executive.

**283.** The 'generalists and specialists debate' revolves around which central question?
(A) Whether civil servants should receive general or specialized training.
(B) Whether top administrative posts should be held by administrators with broad experience or by domain experts.
(C) Whether specialists like doctors and engineers should be allowed to vote in elections.
(D) Whether generalists should be paid more than specialists.

**284.** What argument is typically made in favour of appointing 'generalists' to top positions?
(A) They have broad administrative experience and coordinative abilities.
(B) They possess deep technical knowledge in a specific field.
(C) They have superior political connections.
(D) They are more likely to be politically committed to the ruling party.

**285.** The passage implies that both the politician-civil servant relationship and the generalist-specialist debate are significant because they:
(A) Have been fully resolved through recent constitutional amendments.
(B) Are topics relevant only to academic historians of administration.
(C) Are central to discussions about improving administrative reform and efficiency.
(D) Affect only the internal functioning of the Indian Administrative Service.

**Direction :** Please read the following source carefully.

*The structure of civil services in India is a well-defined hierarchy established by the Constitution, classified into three main categories: All India Services, Central Services, and State Services. The All India Services (AIS), which include the Indian Administrative Service (IAS) and Indian Police Service (IPS), are unique as they are recruited by the Union Government but its members serve in cadres under both the Union and the various State governments. This dual control structure is intended to foster national unity and ensure a uniform standard of administration across the country. In contrast, the Central Services are exclusively concerned with the administration of Union subjects and their members serve only under the Central Government in various functional departments. Finally, the State Services are constituted by each state to manage the administrative affairs within their respective jurisdictions. The recruitment for the prestigious All India Services and Central Services is primarily conducted by the Union Public Service Commission (UPSC), a constitutional body mandated to ensure fair and merit-based selection. Similarly, State Public Service Commissions (SPSCs) perform the equivalent function for recruitment to their respective State Services. These recruitment agencies are pillars of the administrative system, designed to uphold the principle of open competition and insulate the selection process from political or other influences, thereby ensuring capacity and impartiality in the civil service.*

Based on the above source, attempt the following five questions.

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marginalized groups.
(B) It has limited the power of the Supreme Court.
(C) It has increased the backlog of cases by restricting who can file petitions.
(D) It has made access to justice more difficult for ordinary citizens.

**298.** The passage emphasizes the independence of the judiciary as being crucial for:
(A) Ensuring the re-election of incumbent judges.
(B) Functioning as a guardian of the Constitution and fundamental rights.
(C) Allowing judges to participate in executive decision-making.
(D) Expediting all court cases within a fixed timeline.

**299.** The discourse on Judicial Reforms and Police Administration Reforms mentioned in the passage aims to address what kind of issues?
(A) The expansion of judicial powers into the legislative domain.
(B) Issues like delays, backlogs, and the need for greater efficiency and accountability.
(C) The reduction of salaries for judges and police officers.
(D) The process of drafting the Constitution of India.

**300.** What is the role of E-Governance initiatives in the context of the judiciary and police, as inferred from the passage?
(A) To modernize operations and improve service delivery.
(B) To replace human judges with artificial intelligence.
(C) To restrict public access to judicial information.
(D) To increase the hierarchical control within the police force.

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for voters from twenty-one to eighteen years. This change aimed to increase the participation of the youth in the democratic process and make the electoral system more inclusive and representative of the nation's population.

**16.** (B) Judicial Review
Legislative accountability involves tools used by Parliament to oversee the executive branch. Mechanisms like Question Hour, Adjournment Motions, and No-Confidence Motions allow elected representatives to scrutinize government actions and policies directly. Conversely, Judicial Review is a power exercised by the courts to examine the constitutionality of laws and executive orders. It serves as a check on both the legislature and the executive, but it is not a tool used by the legislature itself.

**17.** (B) Council of Ministers to the Legislature.
In a parliamentary democracy, executive accountability refers to the constitutional obligation of the Council of Ministers to remain answerable to the elected legislature. This principle ensures that the government is responsive to the will of the people as expressed through their representatives. If the executive loses the support of the majority in the lower house, it must resign. This accountability is maintained through various parliamentary procedures, including debates, questions, and financial oversight.

**18.** (A) 4, 2, 1, 3
The evolution of Indian administration began with the highly centralized Mauryan Empire in the ancient period. Centuries later, the Mughal Empire introduced the Mansabdari system to organize its military and civil ranks. During the colonial era, the British established the professional Indian Civil Service to manage the subcontinent. Finally, in the post-independence era, the NITI Aayog was created in 2015 to replace the Planning Commission and promote cooperative federalism through strategic policy thinking.

**19.** (A) (a), (c) and (d) only
Judicial accountability in India is maintained through specific constitutional and internal mechanisms. These include the rigorous process of impeachment for judges of the higher courts and an in-house procedure for addressing complaints. Additionally, the Constitution protects judicial independence by restricting parliamentary discussions on a judge's conduct except during removal proceedings. However, the executive cannot reject Supreme Court judgments, and judicial appointments are not generally scrutinized through Public Interest Litigation in the manner suggested.

**20.** (D) Investigate allegations of corruption against designated public functionaries.
The Lokpal is an independent anti-corruption ombudsman established at the national level to enhance transparency and integrity in government. Its primary mandate is to receive and investigate complaints of corruption against high-ranking public officials, including the Prime Minister, ministers, and members of Parliament. By providing a specialized mechanism for inquiry and prosecution, the institution aims to hold public functionaries accountable and restore public trust in the administrative and political systems of the country.

**21.** (C) Addressing citizen's grievances at the state level.
The institution of Lok Ayukta is the state-level counterpart to the national Lokpal. First established in Maharashtra, it serves as a crucial ombudsman designed to address grievances from the public regarding maladministration and corruption within state government departments. By investigating complaints against state ministers and officials, the Lok Ayukta promotes accountability and provides citizens with a formal platform to seek redress for administrative lapses or misuse of power by state authorities.

**22.** (B) An apex institution overseeing integrity and vigilance within the administration.
The Central Vigilance Commission is the primary agency responsible for preventing corruption and maintaining integrity in the Union Government's administration. It exercises superintendence over the vigilance work of various central ministries and organizations. While it advises the government on integrity issues and monitors investigations conducted by other agencies like the CBI, it is not a criminal investigating agency itself. The commission plays a vital role in

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**8.** (B) Both A and R are true but R is not the correct explanation of A.
The Council of Ministers is collectively responsible to the Lok Sabha, meaning they remain in power only with legislative support. This is a fundamental parliamentary principle. While ministers do hold office during the pleasure of the President and are typically drawn from the majority party or coalition, these facts describe recruitment and tenure rather than directly explaining the mechanism of collective accountability. Therefore, both statements are factually accurate.

**9.** (A) P-3, Q-4, R-1, S-2
Indian administration has evolved through distinct phases characterized by unique governance models. The ancient period utilized Dharma as a guiding ethical principle for rulers. The Mughal era introduced the structured Mansabdari system for military and civil ranking. British rule established the modern Indian Civil Service and the Rule of Law. In the post-independence era, institutions like NITI Aayog were created to facilitate strategic planning and cooperative federalism across the nation.

**10.** (A) Lal Bahadur Shastri
The Prime Minister's Office, originally known as the Prime Minister's Secretariat, gained significant importance during the tenure of Lal Bahadur Shastri. This shift occurred as the office began to provide more substantial policy advice and administrative support, moving beyond mere secretarial functions. Under his leadership, the secretariat became a powerful hub for decision-making and inter-departmental coordination, a role that continued to expand and evolve under subsequent prime ministers in India.

**11.** (C) (a), (c) and (d) only
Cabinet Committees are instrumental in managing the complex workload of the Union Government. They perform vital roles such as conducting in-depth examinations of specific policy issues, resolving disagreements between different ministries, and managing government business efficiently. However, they do not have the authority for final approval of government bills, as that power resides with the full Cabinet or the Parliament. Their primary purpose is to facilitate collective decision-making and coordination.

**12.** (B) Provide secretarial support and policy advice to various ministers.
The Central Secretariat serves as the primary administrative arm of the Union Government. Its essential function is to assist ministers in the discharge of their duties by providing necessary data, secretarial support, and expert policy advice. This body facilitates the formulation of government policies and ensures that administrative decisions are well-informed and systematically organized. It acts as a bridge between the political executive and the permanent bureaucracy within the government.

**13.** (C) Cabinet Secretariat
The Cabinet Secretariat operates directly under the Prime Minister and serves as the highest coordinating body within the Union Government. It is responsible for ensuring smooth inter-ministerial coordination and managing the business of the Cabinet. By preparing agendas and recording minutes for Cabinet meetings, it facilitates collective decision-making. This institution plays a critical role in monitoring the implementation of government policies and maintaining consistency across various departments and ministries of the central administration.

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**14.** (D) Six years or up to the age of 65, whichever is earlier.
To ensure the independence and impartiality of the electoral process, the Chief Election Commissioner of India is granted a fixed tenure. This term is set at six years or until the individual reaches the age of sixty-five, whichever occurs first. This constitutional safeguard prevents arbitrary removal and protects the office from political pressure, allowing the commission to conduct free and fair elections for both the Parliament and State Legislatures.

**15.** (A) Tarkunde Committee
The Tarkunde Committee, established in the mid-1970s, recommended several significant electoral reforms, including the reduction of the voting age. Based on these suggestions, the Sixty-first Constitutional Amendment Act of 1988 was eventually passed, lowering the minimum age

*system, it is enforced through a multi-pronged framework encompassing legislative, executive, and judicial mechanisms. Legislative accountability is primarily exercised by the Parliament, which holds the executive answerable for its policies and actions. This is achieved through instruments such as question hour, various motions like adjournment and no-confidence motions, debates on governmental policies, and the detailed scrutiny of governmental finances and performance by parliamentary committees like the Public Accounts Committee and the Estimates Committee. Executive accountability, on the other hand, operates within the governmental machinery itself. It involves a hierarchical system of control where subordinate officials are answerable to their superiors for their performance and adherence to rules. This internal accountability is crucial for maintaining discipline and efficiency within the administration. Finally, judicial accountability is exercised by the judiciary, which acts as a check on both the legislature and the executive. Through the power of judicial review, courts can examine the constitutionality of laws passed by the legislature and the legality of actions taken by the executive, striking down any that are found to violate the constitutional framework. This tripartite system ensures that power is not exercised arbitrarily and that public officials remain answerable for their conduct.*

Based on the above source, attempt the following five questions.

**271.** According to the passage, which body is primarily responsible for exercising legislative accountability over the executive?
(A) The Judiciary.
(B) The President's Office.
(C) The Parliament.
(D) The Central Vigilance Commission.

**272.** The use of question hour, no-confidence motions, and parliamentary committees are described as instruments of which type of accountability?
(A) Judicial accountability.
(B) Legislative accountability.
(C) Executive accountability.
(D) Social accountability.

**273.** What is the fundamental characteristic of executive accountability as explained in the passage?
(A) It is exercised by citizens through public protests.
(B) It involves the judiciary reviewing executive decisions.
(C) It is primarily enforced by parliamentary committees.
(D) It is an internal mechanism based on hierarchical control within the administration.

**274.** The power of judicial review enables the judiciary to:
(A) Scrutinize the constitutionality of legislative and executive actions.
(B) Formulate government policy and direct its implementation.
(C) Appoint and dismiss government ministers.
(D) Control the financial budget of the executive branch.

**275.** What is the principal objective of the tripartite accountability system described in the passage?
(A) To ensure the executive branch has supreme and unquestioned authority.
(B) To subordinate the judiciary to the legislature.
(C) To prevent the arbitrary exercise of power and ensure public officials are answerable.
(D) To centralize all accountability functions within the executive hierarchy.

**Direction :** Please read the following source carefully.

*The Indian state has established several institutional mechanisms for citizen grievance redressal, with a significant focus on combating corruption and ensuring administrative propriety. Foremost among these are the Lokpal at the Union level and the Lokayuktas at the state level, which function as ombudsman-like bodies. These institutions are empowered to inquire into allegations of corruption against certain categories of public functionaries, including high-level political executives and civil servants, thereby providing an independent avenue for citizens to seek redress against administrative malfeasance. Complementing this is the Central Vigilance Commission (CVC), which serves as the apex*

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ensuring a clean and transparent administrative framework.

**23.** (D) Central Bureau of Investigation (CBI)
Regulatory authorities are bodies established to set standards and oversee specific sectors of the economy or public service, such as finance, telecommunications, or insurance. Examples include SEBI for securities and TRAI for telecommunications. In contrast, the Central Bureau of Investigation is the premier investigating agency of India, primarily focused on criminal investigations and anti-corruption cases. Unlike regulatory bodies that create rules for industry conduct, the CBI enforces criminal laws and investigates high-profile crimes.

**24.** (A) All of the above.
The complex relationship between politicians and civil servants arises from several inherent tensions. Conflicts often occur when political partisan interests clash with the professional neutrality expected of administrators. Additionally, the friction between a politician's focus on short-term electoral gains and a civil servant's emphasis on long-term policy planning creates significant administrative challenges. The interaction between the generalist administrative skills of career bureaucrats and the specific expertise of technical specialists further complicates this vital governance dynamic.

**25.** (C) Comparing general administrative experience against specific technical expertise for roles.
The debate between generalists and specialists centers on the most effective way to manage modern governance. Generalists are typically career civil servants with broad experience across various departments, emphasizing leadership and coordination. Specialists possess deep technical knowledge in specific fields like medicine, engineering, or economics. The discussion revolves around whether top policy-making positions should be held by those with comprehensive administrative perspectives or by those with the specialized expertise necessary for complex technical sectors.

**26.** (A) Strengthening whistle-blower protection mechanisms.
Combatting corruption in the Indian administration requires structural reforms that promote transparency and accountability. Strengthening whistle-blower protection is a critical strategy, as it encourages individuals to report unethical practices without fear of retaliation. Increasing discretionary powers or reducing transparency would generally exacerbate corruption. Effective anti-corruption measures involve robust legal frameworks, the use of technology for monitoring, and the empowerment of independent oversight bodies to investigate and prosecute misconduct within the public sector.

**27.** (C) Statement I is true, but Statement II is false.
All India Services, such as the IAS and IPS, are unique because they are recruited and trained by the Union Government but serve under both central and state administrations. While these officers are subject to the immediate control of the state government where they are posted, ultimate disciplinary authority, including the power to dismiss, rests solely with the Union Government. This shared control ensures administrative uniformity across the country while maintaining national standards of integrity.

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**28.** (B) Indian Foreign Service (IFS)
Central Services are administrative cadres that work exclusively under the jurisdiction of the Union Government. The Indian Foreign Service is a prominent example, as its members represent the nation internationally and manage external affairs under the Ministry of External Affairs. In contrast, All India Services like the IAS and IPS serve both the center and the states, while State Administrative Services operate only within their respective provincial governments to handle local administration and policy.

**29.** (C) Constitutional body established under Article 315.
The Union Public Service Commission is a constitutional body established under Article 315 of the Indian Constitution. As an independent agency, its primary responsibility is to conduct examinations for appointments to the services of the Union. The Constitution provides safeguards for the commission's independence, such as fixed tenure for members and charging their expenses to the Consolidated Fund of India, to ensure that recruitment is based on merit rather than political influence.

payments, e-governance reduces bureaucratic delays and minimizes physical interactions with officials. This transformation empowers citizens, enhances accountability, and promotes a more responsive and service-oriented administrative framework throughout the country.

**45.** (C) Statecraft, economic policy, and military strategy
Kautilya's Arthashastra is an ancient Indian treatise that provides a comprehensive framework for governance. It covers a wide range of subjects, including the duties of the king, the organization of the bureaucracy, economic management, and detailed military strategy. The work emphasizes the practical aspects of running a state and maintaining order, offering insights into revenue collection, espionage, and foreign policy. It remains a foundational text for understanding early political thought and administrative practices in India.

**46.** (D) Indian Councils Act, 1861
The Indian Councils Act of 1861 introduced a significant reform by formalizing the portfolio system in the Governor-General's Executive Council. Under this system, individual members were placed in charge of specific departments, such as home, revenue, or law. This change transformed the council into a cabinet-like body, where members could take independent decisions for their respective departments. This laid the foundation for modern departmental administration in India, allowing for greater specialization and efficiency in government functioning.

**47.** (A) Central Secretariat - Post-Independence Period
The Central Secretariat is the modern administrative hub of the Union Government, serving as a primary feature of India's post-independence governance structure. While some institutions have historical roots, their current forms are distinct. For instance, the District Collector is a hallmark of the British administrative legacy, whereas terms like Faujdar and Mansabdar are associated with the Mughal era. The Sachivalaya system as currently understood is a modern development rather than a characteristic of ancient Indian administration.

**48.** (A) P-4, Q-2, R-1, S-3
The Indian Constitution combines various governance features to balance regional and national interests. A written constitution is a fundamental federal feature that clearly defines the division of power. Collective responsibility is a hallmark of the parliamentary system, ensuring executive accountability. Unitary features include the central appointment of governors, which strengthens national control. Judicial independence is protected through safeguards such as security of tenure for judges, ensuring they can function impartially without fear of arbitrary removal.

**49.** (B) A nominal or constitutional head of state.
In India's parliamentary democracy, the President serves as the nominal or constitutional head of state. While all executive actions are formally taken in the President's name, real executive power is exercised by the Prime Minister and the Council of Ministers. The President is expected to act on the aid and advice of these ministers, except in certain discretionary situations. This role represents the dignity and continuity of the nation, while the political leadership remains with the elected government.

**50.** (C) (a), (b) and (d) only
The Prime Minister serves as the head of government, leading the Council of Ministers that aids and advises the President. While the President is generally bound by this advice, they possess the constitutional authority to ask the Council to reconsider its recommendations once. To protect administrative integrity, advice tendered by ministers cannot be questioned in any court. Additionally, modern constitutional amendments have introduced specific limits on the total size of the Council of Ministers to prevent excessive expansion.

**51.** (C) The entire cabinet must resign if a no-confidence motion is passed against it.
Collective responsibility is a cornerstone of the parliamentary system, requiring that the Council of Ministers act as a unified body. It implies that all ministers are jointly accountable to the Lok Sabha for the government's decisions and policies. If the lower house passes a no-confidence motion, the entire cabinet is required to resign, regardless of individual disagreements. This principle ensures

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**37.** (D) (a), (b), (c) and (d)
The Indian Constitution incorporates several vital provisions to ensure the independence of the judiciary from political interference. These include security of tenure for judges, making their removal a difficult process. Financial independence is maintained by charging judicial salaries on the Consolidated Fund of India, exempting them from parliamentary votes. Furthermore, the separation of the judiciary from the executive branch and the power to punish for contempt safeguard the court's authority and impartial functioning in upholding law.

**38.** (B) Judicial Review
Judicial review is the authority of the higher courts to examine the validity of legislative enactments and executive orders against the provisions of the Constitution. If a law or action is found to violate constitutional principles, the judiciary has the power to declare it null and void. This mechanism serves as a crucial check on the exercise of power by other branches of government, ensuring the supremacy of the Constitution and protecting fundamental rights.

**39.** (D) An order to a public official to perform their official duty.
The writ of mandamus is a judicial remedy issued by a High Court or the Supreme Court in the form of a command. It is directed toward a public official, government body, or inferior court, requiring them to perform a specific legal duty that they have failed or refused to execute. This powerful tool ensures that administrative authorities fulfill their statutory obligations, thereby protecting the legal rights of citizens and maintaining the rule of law.

**40.** (A) Article 32
Article 32 of the Indian Constitution grants citizens the right to move the Supreme Court for the enforcement of fundamental rights. This article is the foundation for Public Interest Litigation, allowing any public-spirited individual or organization to file a petition on behalf of those unable to access justice. By broadening the concept of standing, the court can address systemic issues affecting the marginalized and ensure that constitutional protections are available to all sections of society.

**41.** (C) The huge pendency of cases in courts.
One of the most critical challenges facing the Indian judicial system is the massive backlog of unresolved cases. Judicial reforms focus heavily on addressing this pendency through various strategies, such as increasing the number of judges, improving court infrastructure, and promoting alternative dispute resolution mechanisms like Lok Adalats. Reducing delays is essential for ensuring timely justice, which is a fundamental right, and for maintaining public confidence in the efficiency and reliability of the legal system.

**42.** (A) State List
In the division of powers under the Seventh Schedule of the Indian Constitution, 'Police' and 'Public Order' are placed within the State List. This means that individual state governments have the primary authority to legislate and manage their own police forces. While the Union government provides support through central paramilitary forces and national investigative agencies, the day-to-day administration of law and order remains the responsibility of the respective states, reflecting the federal nature of governance.

**43.** (D) Creating a State Security Commission to ensure functional autonomy.
Numerous committees on police reforms have consistently recommended the establishment of a State Security Commission. The primary goal of this body is to insulate the police force from illegitimate political interference and ensure its functional autonomy. By providing broad policy guidelines and evaluating performance, the commission helps the police operate more professionally and accountably. This reform is seen as vital for transforming the police from a tool of the executive into a service-oriented agency for the public.

**44.** (B) Provide government services to citizens through electronic means.
E-governance involves the application of information and communication technology to simplify and improve the delivery of government services. Its primary objective is to make administration more accessible, transparent, and efficient for citizens. By digitizing records and providing online platforms for applications and

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executive being responsible to the legislature is a core element of this heritage, ensuring a democratic system where the government remains accountable to elected representatives.

**74.** (A) Either House of Parliament
The process for the removal of the President of India is known as impeachment and is detailed in Article 61 of the Constitution. A motion for impeachment can be initiated in either the Lok Sabha or the Rajya Sabha. The charges must be supported by at least one-fourth of the members of the initiating house. If passed by a two-thirds majority in both houses after an investigation, the President is removed from office, ensuring high-level accountability within the republic.

**75.** (C) Statement I is true, but Statement II is false.
Under Article 78 of the Constitution, the Prime Minister serves as the essential channel of communication between the President and the Council of Ministers. However, while the Prime Minister leads the government, all official executive actions of the Government of India are formally taken in the name of the President, not the Prime Minister. This distinction reflects the parliamentary model where the President is the formal head of the state and the Prime Minister is the head of the government.

**76.** (B) Prime Minister
The Cabinet Committee on Political Affairs is considered one of the most powerful and influential committees within the Union Government. It deals with all policy matters concerning both domestic and foreign affairs that have political implications. Given its high-level strategic importance, this committee is invariably headed by the Prime Minister. Its members typically include senior ministers, and it plays a decisive role in shaping the government's political stance and managing significant national and international issues facing the country.

**77.** (C) The Election Commission
The Model Code of Conduct is a set of guidelines issued by the Election Commission of India to regulate the conduct of political parties and candidates during elections. It aims to ensure free and fair polling by preventing the misuse of official machinery and prohibiting inflammatory speeches or unethical practices. The Commission holds the primary responsibility for monitoring compliance and taking action against violators, thereby maintaining the integrity of the democratic process and ensuring a level playing field.

**78.** (D) The Union and the States
The Sarkaria Commission was established in 1983 to conduct a comprehensive review of the existing arrangements between the Union and the State governments. Its mandate was to suggest changes within the constitutional framework to improve cooperation and balance power. The commission's recommendations covered a wide range of issues, including the role of governors, the deployment of central forces, and financial relations. It remains a definitive reference for understanding and navigating the complexities of Indian federalism and inter-governmental dynamics.

**79.** (A) (a) and (b) only
Accountability in governance is multifaceted. Legislative accountability ensures that the executive is answerable to the people's representatives through tools like debates and motions. Executive accountability refers to the internal control where the bureaucracy is responsible to the political ministers. In contrast, judicial accountability does not involve removal at will by the executive, as judges have security of tenure. Furthermore, Question Hour is a tool of legislative accountability, not judicial, as it allows members to question ministers on administrative actions.

**80.** (B) Lok Sabha to express disapproval of a budgetary demand.
A cut motion is a specific parliamentary device used by members of the Lok Sabha during the discussion on the annual budget. It allows representatives to propose a reduction in the amount of a demand for grants made by the government. This tool serves as a mechanism for the legislature to express its disapproval of a particular policy or expenditure. If a cut motion is passed, it signifies a loss of confidence in the government's financial proposals in the lower house.

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that the executive maintains a common front and remains power only with the continued support of the legislature.

**52.** (D) The Prime Minister
The Cabinet Secretariat is under the direct charge of the Prime Minister. While the Cabinet Secretary serves as its administrative head and the highest-ranking civil servant, the political responsibility for the secretariat rests with the Prime Minister. This body facilitates the smooth functioning of the government by coordinating between different ministries and ensuring that the decisions of the Cabinet are implemented. Its proximity to the Prime Minister highlights its vital role in the central decision-making process.

**53.** (C) Indrajit Gupta Committee
The Indrajit Gupta Committee, established in the late 1990s, focused on the issue of state funding for elections. It recommended that the government provide financial support to recognized political parties to create a more level playing field and reduce the influence of unregulated private donations. Although its recommendations were not fully implemented, the report remains a significant milestone in the ongoing debate over electoral reforms and the need to enhance transparency and fairness in the democratic process.

**54.** (B) Part XI
Part XI of the Indian Constitution details the administrative and legislative relations between the Union and the States. Specifically, Articles 245 to 255 outline the distribution of legislative powers, defining the subjects on which the Parliament and state legislatures can make laws. This section is fundamental to the federal structure, as it delineates the jurisdiction of different levels of government, including the use of the Union, State, and Concurrent lists to manage national and regional governance.

**55.** (D) Raising urgent public matters in the House without providing prior notice.
Zero Hour is a unique Indian parliamentary innovation that occurs immediately after Question Hour. During this period, members of Parliament can raise matters of urgent public importance without the requirement of giving advance notice. This provides a flexible platform for representatives to bring critical issues to the attention of the government and the public. Although not formally mentioned in the rules of procedure, Zero Hour has become a powerful tool for legislative oversight and immediate debate.

**56.** (A) The political executive (ministers).
In a parliamentary democracy, executive accountability is enforced through a hierarchy where the permanent bureaucracy is answerable to the political executive. Ministers, as the elected heads of departments, are responsible for the policies and actions of their civil servants. This system ensures that the administration remains responsive to the democratic will. While civil servants provide expertise and continuity, they must implement the decisions of the ministers, who are in turn accountable to the Parliament and the people.

**57.** (A) Both A and R are true and R is the correct explanation of A.
The Lokpal and Lokayuktas Act of 2013 was enacted as a landmark piece of legislation to establish an independent anti-corruption ombudsman. This move was largely driven by intensive public movements and widespread demand for a robust mechanism to investigate corruption among high-ranking officials. The Act reflects the state's response to the need for greater transparency and accountability in governance. Therefore, the reason directly explains the motivation behind the passage of this significant legislative framework in India.

**58.** (A) Its jurisdiction and powers are uniform across all states.
The Lok Ayukta is a statutory body created by individual state legislatures, which means its structure, jurisdiction, and powers vary significantly from one state to another. While some states grant the Lok Ayukta broad investigative authority over various officials, others have more restricted mandates. Despite these variations, the institution generally serves as an ombudsman to address citizens' grievances against state functionaries, promoting accountability and transparency within the administrative framework of the respective states throughout the country.

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**88.** (A) Collect revenue and administer civil justice.
In 1765, the Mughal Emperor Shah Alam II granted 'Diwani' rights to the British East India Company following the Battle of Buxar. These rights authorized the Company to collect land revenue and manage the administration of civil justice in the provinces of Bengal, Bihar, and Odisha. This was a pivotal moment in Indian history as it transformed a commercial entity into a territorial power with substantial financial and administrative control, laying the foundation for British colonial rule.

**89.** (C) Fusion of military and civil authority in the Mansabdari system.
A defining feature of the Mughal administration was the Mansabdari system, which integrated military and civil functions into a single hierarchy. Every officer of the state held a specific rank, or mansab, which determined their status, salary, and the number of troops they were required to provide for the imperial army. This fusion ensured that all high-ranking officials were part of a unified administrative structure, allowing the Emperor to maintain centralized control over both governance and the military.

**90.** (A) (a), (b), and (c) only
India's parliamentary system is characterized by a dual executive, where the President is the nominal head of state and the Prime Minister is the head of government. A fundamental principle is collective responsibility, where the Council of Ministers is answerable to the Lok Sabha. Unlike presidential systems, there is no strict separation of powers between the executive and legislature. Additionally, India is a republic with an elected President, and the executive is drawn from the legislature to ensure accountability.

**91.** (D) Executive power
The power to grant pardons, reprieves, or remissions of punishment is a significant executive power vested in the President of India under Article 72. Although this power deals with legal sentences, it is independent of the judiciary and is exercised on the advice of the Union Cabinet. This prerogative allows the head of state to correct judicial errors or provide mercy in exceptional circumstances, serving as a check and balance within the constitutional framework of the government.

**92.** (B) Binding on the President.
According to the Indian Constitution, the Prime Minister is appointed by the President, and other ministers are appointed by the President on the advice of the Prime Minister. In this context, the Prime Minister's advice regarding the selection of the Council of Ministers is binding on the President. The President does not have discretionary power to choose ministers or reject the names provided by the Prime Minister, reflecting the latter's supreme position as the head of the elected government.

**93.** (C) Cabinet Secretary
The Cabinet Secretary is the senior-most civil servant in India and serves as the administrative head of the Cabinet Secretariat. This official acts as a bridge between the political executive and the permanent bureaucracy, ensuring that the decisions of the Cabinet are properly communicated and implemented across all ministries. As the ex-officio head of the Civil Services Board and the most influential advisor to the government on administrative matters, the Cabinet Secretary plays a central role in national governance.

**94.** (D) It ensures the stability and unity of the cabinet.
Collective responsibility requires all ministers to publicly support every cabinet decision, even if they personally disagree during internal discussions. This principle ensures that the government presents a united front to the Parliament and the public. By mandating that the entire Council of Ministers resigns if a no-confidence motion is passed, it discourages individual dissent and promotes internal cohesion. This unity is essential for maintaining the stability of the executive branch and for effective policy implementation in a parliamentary system.

**95.** (A) High Court
While the Election Commission of India is responsible for the overall conduct of elections, the power to adjudicate disputes regarding the validity of a specific election is vested in the judiciary. According to the Representation of the People Act, election petitions must be filed in the respective High Court of the state where the election took place. This ensures that legal

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and state governments to achieve national development goals. This concept has been most strongly championed by the NITI Aayog, which replaced the top-down model of the Planning Commission with a more consultative approach. By involving states in the policy-making process through its Governing Council, NITI Aayog ensures that regional perspectives are integrated into national strategies, fostering a partnership-based model of governance throughout the country.

**67.** (C) To allocate central assistance to states.
The Gadgil Formula was a standardized mechanism used by the Planning Commission to distribute central financial assistance among the various states in India. Introduced during the Fourth Five-Year Plan, it aimed to ensure an equitable allocation of resources based on objective criteria such as population, per capita income, and special needs. This formula played a crucial role in managing fiscal relations and supporting development projects across states until the transition to newer funding models under the NITI Aayog.

**68.** (D) Transfer Jurisdiction
The Supreme Court of India possesses the specific authority to transfer cases from one High Court to another or from a subordinate court to itself. This power is exercised to ensure the ends of justice are met, particularly when a fair trial might be compromised in a specific location or when a case involves a substantial question of law. This function is a vital part of its overarching role in maintaining a uniform and fair judicial administration throughout the country.

**69.** (C) Delivering affordable and timely justice at the local grassroots level.
Gram Nyayalayas were established under the Gram Nyayalayas Act of 2008 to bring the judicial system closer to the rural population. These mobile village courts are designed to provide speedy and inexpensive justice for both civil and criminal matters at the grassroots level. By adopting simplified procedures and functioning in rural areas, they aim to reduce the burden on higher courts and ensure that justice is accessible to the marginalized and those living in remote regions of the country.

**70.** (B) Common Service Delivery Outlets.
The National e-Governance Plan is a comprehensive initiative aimed at providing all government services to citizens through integrated electronic platforms. A key component of this infrastructure is the establishment of Common Service Delivery Outlets, such as Common Service Centres (CSCs). These outlets act as the primary interface for citizens, especially in rural areas, to access services like application filing, bill payments, and certificate issuance, thereby reducing the need for physical visits to distant government offices and improving administrative efficiency.

**71.** (D) Ancient Period (Mauryan Empire)
During the Mauryan Empire, the administration was noted for its high level of organization and sophisticated statecraft. Kautilya's Arthashastra describes an elaborate and efficient system of espionage that the state used to gather intelligence on both internal and external threats. Spies were strategically deployed throughout the empire to monitor officials, the public, and neighbouring states. This centralized intelligence network was fundamental to maintaining the security and stability of the vast Mauryan territories in the ancient period of history.

**72.** (A) Initiating the first parliamentary regulation of East India Company affairs.
The Regulating Act of 1773 was a landmark piece of legislation because it marked the first instance where the British Parliament asserted its authority to supervise and regulate the affairs of the East India Company. By establishing a Governor-General of Bengal and a Supreme Court in Calcutta, the Act sought to address administrative corruption and mismanagement. This intervention laid the groundwork for centralized British control over Indian territories and the eventual transition from corporate rule to formal imperial governance.

**73.** (C) Parliamentary Government
The Indian Constitution draws from various international legal frameworks, but its system of parliamentary government is directly modeled after the British model. This includes features like the presence of a nominal head of state and a real executive in the form of the Prime Minister and Council of Ministers. The principle of the

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**30.** (D) Conduct examinations for appointments to the services of the state.
Each state in India has its own State Public Service Commission, which functions as the primary recruitment agency for the state's administrative and technical services. Its essential role is to conduct competitive examinations and interviews to select qualified candidates for various civil service positions within the state government. Additionally, the commission advises the state government on matters related to recruitment methods, promotions, and disciplinary actions concerning civil servants under its jurisdiction.

**31.** (B) (a), (b) and (c) only
Recent civil service reforms in India aim to modernize the bureaucracy and enhance its efficiency. Key initiatives include 'Mission Karmayogi' for capacity building and the introduction of lateral entry to bring specialized domain expertise into senior government positions. Proposals for performance-related incentives also focus on improving accountability and productivity. Far from prohibiting reform, the Constitution allows for the evolution of administrative structures to meet the changing needs of the nation and improve governance standards.

**32.** (B) Improving the specific skills and knowledge required for better performance.
Capacity building for civil servants is a strategic process aimed at enhancing the professional competencies of the workforce. It focuses on updating the technical skills, administrative knowledge, and ethical standards necessary for officers to perform their duties effectively in a rapidly changing governance environment. Programs like Mission Karmayogi emphasize this shift from traditional rule-based methods to a role-based approach, ensuring that administrators are well-equipped to manage modern challenges and deliver public services efficiently.

**33.** (A) Both A and R are true and R is the correct explanation of A.
The Planning Commission was established in 1950 not through a constitutional provision or a specific act of Parliament, but via an executive resolution of the Government of India. This made it a non-constitutional and non-statutory body. Because it was created by a cabinet decision rather than legislation, the executive branch held the authority to determine its structure and functions, eventually leading to its replacement by the NITI Aayog through a similar executive process.

**34.** (A) The Prime Minister of India
The Prime Minister served as the ex-officio Chairman of both the Planning Commission and the National Development Council. This arrangement ensured that the highest level of political leadership was directly involved in the formulation and approval of national development plans. By heading these bodies, the Prime Minister facilitated coordination between the central planning agency and the state governments represented in the NDC, providing the necessary political impetus for national economic and social policies.

**35.** (C) Policy think tank promoting cooperative federalism.
NITI Aayog was established as a premier policy think tank to replace the Planning Commission. Unlike its predecessor, which followed a top-down approach and controlled fund allocation, NITI Aayog emphasizes a bottom-up model and cooperative federalism. It provides strategic and technical advice to the central and state governments on key policy issues. By fostering collaboration between different levels of government, it aims to achieve sustainable development goals and enhance national growth through shared vision.

**36.** (D) Creating and assessing regional development plans at the state government level.
State Planning Boards or Commissions are specialized bodies within state governments responsible for formulating long-term and short-term development plans tailored to regional needs. Their primary role involves assessing the state's resources and drafting strategies for economic growth and social welfare. These bodies provide technical advice to the state cabinet on resource allocation and monitor the progress of various state-level projects. They act as a critical link in the decentralized planning process across the country.

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**81.** (B) P-3, Q-4, R-2, S-1
India has various specialized institutions to manage governance and oversight. The Lokpal functions as an independent anti-corruption ombudsman for high-ranking officials. The Central Vigilance Commission exercises superintendence over the vigilance administration within the Union Government. The Election Commission is responsible for the conduct of free and fair elections across the country. Meanwhile, the NITI Aayog serves as a primary policy think tank, providing strategic and technical advice to both central and state governments to foster cooperative federalism and growth.

**82.** (A) All of the above
The relationship between politicians and civil servants is often strained due to fundamental differences in their roles and perspectives. Tension arises from the contrast between the permanent tenure of civil servants and the temporary nature of political office. Additionally, the principle of administrative anonymity frequently clashes with the politician's need for public recognition. The conflict between the broad administrative skills of generalists and the technical expertise of specialists further complicates this interaction, as both groups compete for influence in policy-making.

**83.** (C) Civil Services Capacity Building
Mission Karmayogi, also known as the National Programme for Civil Services Capacity Building, is a comprehensive reform initiative aimed at modernizing the Indian bureaucracy. It focuses on transforming the human resource management of the civil services from a rule-based to a role-based approach. By providing a digital platform for continuous learning and skill development, the program aims to enhance the professional competencies, ethical standards, and service delivery capabilities of civil servants to meet the evolving needs of the public.

**84.** (A) Both A and R are true and R is the correct explanation of A.
The Union Public Service Commission is an independent constitutional body designed to be free from political interference. One of the primary reasons for this independence is the financial safeguard provided by the Constitution. All expenses of the Commission, including the salaries and allowances of its members, are charged on the Consolidated Fund of India. Since these funds are not subject to the vote of Parliament, the Commission can function autonomously without fear of financial pressure from the legislature or executive.

**85.** (C) To grant funds directly to state governments for development projects.
The National Development Council was an apex body responsible for reviewing and approving the national Five-Year Plans formulated by the Planning Commission. Its functions included assessing the implementation of these plans and considering major socio-economic policies. While it facilitated consultation between the Union and the States, the NDC did not possess the authority to grant funds directly to state governments. That financial power resided with the Finance Commission for statutory grants and the Planning Commission for plan-related allocations.

**86.** (B) Article 226
Article 226 of the Indian Constitution empowers the High Courts to issue various writs, such as habeas corpus and mandamus, for the enforcement of fundamental rights and for any other purpose. This power is broader than that of the Supreme Court under Article 32, which is limited to fundamental rights. By providing this authority, the Constitution ensures that citizens have accessible judicial remedies against administrative actions that violate their legal or constitutional rights at the state level.

**87.** (D) Digital India
Digital India is a flagship program launched by the Government of India to transform the country into a digitally empowered society and knowledge economy. It encompasses various e-governance initiatives aimed at providing government services electronically to all citizens. By improving digital infrastructure and increasing internet connectivity, the program facilitates transparency, reduces corruption, and enhances the efficiency of public service delivery. It serves as an umbrella framework for numerous projects that integrate technology into every aspect of administration and citizen engagement.

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**59.** (D) Indrajit Gupta Committee
The Central Vigilance Commission was originally created by an executive resolution but was later granted statutory status through the Central Vigilance Commission Act of 2003. This development followed recommendations from several committees and judicial directives emphasizing the need for an independent anti-corruption body. While the Santhanam Committee suggested its initial formation, subsequent deliberations, including those involving the Indrajit Gupta Committee, highlighted the importance of strengthening the legal foundations of integrity-focused national institutions.

**60.** (C) 3, 2, 1, 4
The evolution of modern Indian administrative and oversight bodies began with the Planning Commission, established in 1950. It was followed by the creation of the Central Vigilance Commission in 1964 to address corruption. Much later, the NITI Aayog was formed in 2015 to replace the Planning Commission. Finally, the Lokpal of India was formally established in 2019 after the passage of the 2013 Act, completing the current framework for national planning and integrity oversight within the country.

**61.** (C) Bring in-depth domain knowledge and technical expertise.
The primary justification for including specialists in policy-making is their profound understanding of specific technical fields. As governance becomes increasingly complex, sectors like healthcare, cybersecurity, and environmental management require experts who possess the necessary domain knowledge to formulate effective policies. Unlike generalists, who offer broad administrative skills, specialists provide the technical precision and data-driven insights essential for solving modern scientific and economic challenges, thereby enhancing the overall quality and effectiveness of government decisions.

**62.** (D) Prevention of Corruption
The Santhanam Committee, established in 1962, is highly significant for its comprehensive study on the causes and extent of corruption in the Indian administration. Its recommendations led to the creation of the Central Vigilance Commission (CVC) as an apex body for maintaining integrity. The committee's report emphasized the need for structural changes and stricter disciplinary procedures to combat unethical practices. It remains a foundational document for anti-corruption efforts and the institutionalization of vigilance mechanisms within the government.

**63.** (A) Article 312
Article 312 of the Indian Constitution provides the specific legal framework for the creation of All India Services. It empowers the Rajya Sabha to pass a resolution, supported by a two-thirds majority, declaring that it is necessary in the national interest to establish a new service common to the Union and the States. This article ensures that such services can only be created with the consent of the representatives of the states, maintaining the federal balance in the national bureaucracy.

**64.** (A) (a), (b) and (c) only
India's civil service structure includes All India Services like the IAS, IPS, and the Indian Forest Service, which serve both central and state governments. Central Services work exclusively for the Union, while State Services focus on provincial administration. Officers from state services can be promoted into the All India Services through established quotas. However, the Cabinet Secretary serves as the head of the civil services as a whole and the IAS, rather than just the Central Services.

**65.** (B) Mussoorie
The Lal Bahadur Shastri National Academy of Administration is the premier training institution for the Indian Administrative Service and other higher civil services. Located in the hill station of Mussoorie, Uttarakhand, it conducts foundation courses and professional training for newly recruited officers. The academy focuses on developing administrative skills, ethical standards, and a deep understanding of the socio-economic challenges facing the country, preparing officers for their vital roles in national governance and public service delivery throughout India.

**66.** (A) The NITI Aayog
Cooperative federalism is a guiding principle that emphasizes collaboration between the central

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challenges to the democratic process are decided by an independent judicial body through a formal legal proceeding.

**96.** (B) The Union Parliament
Residuary powers refer to the authority to legislate on subjects that are not specifically mentioned in any of the three lists in the Seventh Schedule. In the Indian federal system, these powers are vested exclusively in the Union Parliament under Article 248. This centralized arrangement differs from some other federal systems and ensures that the national government can address new or unforeseen issues, such as cyber laws or space exploration, as they arise in modern governance and social development.

**97.** (D) Recruitment and placement
The debate between generalists and specialists is most prominent in the context of recruitment and placement within the civil services. It centers on whether senior administrative positions should be filled by generalist officers, like those from the IAS who have diverse experience, or by technical specialists with deep domain knowledge. This issue affects how talent is scouted, the design of competitive examinations, and the criteria used for promoting officers to top policy-making roles in specialized departments and ministries.

**98.** (C) Safeguarding civil servants against arbitrary dismissal or rank reduction.
Article 311 of the Indian Constitution provides essential legal protections to persons employed in civil capacities under the Union or a State. It stipulates that no civil servant can be dismissed or removed by an authority subordinate to that which appointed them. Furthermore, such officers cannot be dismissed, removed, or reduced in rank without being informed of the charges and given a reasonable opportunity to be heard. These safeguards prevent arbitrary political interference and ensure security of tenure for administrators.

**99.** (B) Union Public Service Commission (UPSC)
The Union Public Service Commission is a constitutional body established specifically to ensure merit-based recruitment to the civil services of the Union. Its functions and powers are detailed in the Constitution, providing it with an independent mandate to conduct examinations and interviews for selecting administrative, police, and other high-level officers. While other bodies handle various levels of government recruitment, the UPSC is the only one with a direct constitutional status for this primary purpose of staffing the higher bureaucracy.

**100.** (D) Rule-based to role-based human resource management.
Mission Karmayogi represents a paradigm shift in the management of Indian civil services. The program emphasizes a transition from a traditional rule-based approach, where officers focus on following procedures, to a role-based approach, which prioritizes the actual competencies and skills required for specific job functions. This framework aims to align individual training with the specific duties of each position, fostering a more professional, agile, and effective bureaucracy capable of delivering better governance outcomes through continuous learning.

**101.** (A) Centralized planning to cooperative federalism.
The replacement of the Planning Commission by the NITI Aayog marks a fundamental change in India's development strategy. The Planning Commission followed a centralized, top-down model with the authority to allocate funds to states. In contrast, NITI Aayog functions as a policy think tank that emphasizes a bottom-up approach and cooperative federalism. It provides a platform for states to participate in the national agenda, fostering collaboration rather than control, and focusing on strategic long-term policy advice and innovation.

**102.** (A) Both Statement I and Statement II are true.
As the highest court in the country, the Supreme Court of India is designated as a court of record under Article 129. This status means that its proceedings and decisions are recorded for perpetual memory and testimony, and they are admitted as evidentiary value in all other courts. Furthermore, being a court of record grants the Supreme Court the inherent power to punish for contempt of itself, ensuring its authority and dignity are maintained within the judicial system.

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electronically. By bringing digital services like certificate applications, bill payments, and healthcare information to the doorstep of rural communities, CSCs help bridge the digital divide and ensure that the benefits of e-governance are accessible.

**160.** (C) Rajuka
During the Mauryan period, the administration was highly structured and divided into various geographical units. The Rajuka was a senior official responsible for the administration of a district. Originally tasked with surveying and measuring land for revenue purposes, their role expanded under Emperor Ashoka to include judicial functions and the welfare of the people. They acted as a vital link between the centralized royal authority and the local population, ensuring the implementation of state policies and law maintenance.

**161.** (D) Dividing provincial subjects into 'transferred' and 'reserved' categories.
The Government of India Act of 1919 introduced dyarchy in the provincial governments, which meant a dual system of administration. Provincial subjects were divided into two categories: Reserved and Transferred. Reserved subjects, such as law and order and finance, remained under the control of the Governor and his executive council. Transferred subjects, like education and health, were managed by ministers responsible to the local legislature. This was a significant step toward introducing representative government and shared colonial authority.

**162.** (C) Prime Minister's Office (PMO)
The Prime Minister's Office functions as the de facto secretariat for the Prime Minister, providing direct administrative support and policy advice. While the Cabinet Secretariat serves the entire Council of Ministers, the PMO is dedicated to assisting the Prime Minister in discharging his responsibilities as the head of government. It has evolved over decades from a small secretarial unit into a powerful central body that coordinates with various ministries, monitors high-priority projects, and serves as the main executive hub.

**163.** (A) Both A and R are true and R is the correct explanation of A.
The relationship between the Union and the States in India is fundamentally federal because it is based on a constitutional division of powers. Both levels of government derive their authority directly from the written Constitution, which delineates their respective legislative and administrative jurisdictions through the Union, State, and Concurrent lists. This arrangement ensures that neither the center nor the states are mere subordinates of the other, but operate within their own defined spheres, directly explaining the federal character.

**164.** (D) Public Interest Litigation (PIL)
Legislative control over the administration involves mechanisms used by the Parliament to hold the executive branch accountable. Tools such as the No-Confidence Motion, parliamentary committees, and Question Hour are formal procedures through which elected representatives scrutinize government actions. In contrast, Public Interest Litigation is a judicial mechanism where the courts intervene to protect public rights and ensure administrative legality. While PIL can lead to executive accountability, it is a tool of the judiciary, not a formal legislative instrument.

**165.** (A) 4, 2, 1, 3
The institutional framework for administrative and federal reform in India progressed through several key stages. The Santhanam Committee was established in 1962 to address corruption. This was followed by the First Administrative Reforms Commission in 1966 to revitalize governance. In 1983, the Sarkaria Commission was formed to review Centre-State relations. Finally, the Punchhi Commission was constituted in 2007 to provide a contemporary perspective on federal dynamics. This sequence reflects the ongoing efforts to modernize and balance the Indian system.

**166.** (C) Empowering the Lokpal to prosecute, while the CVC remains primarily advisory.
While both the Lokpal and the Central Vigilance Commission (CVC) are anti-corruption bodies, they differ in their powers and scope. The Lokpal has been granted the authority to not only investigate but also prosecute cases of corruption

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**110.** (B) To appoint the Chief Justice of India.
While the Prime Minister is the most powerful political figure in the government, certain high-level appointments are constitutionally vested in the President. Specifically, the Chief Justice of India is appointed by the President, typically following the collegium's recommendations and established seniority conventions. The Prime Minister, however, does exercise substantial powers such as presiding over cabinet meetings, allocating portfolios to ministers, and advising the President on the dissolution of the Lok Sabha, which are central to leading the executive.

**111.** (B) P-3, Q-1, R-4, S-2
Cabinet Committees are designed to manage specialized areas of government business. The Appointments Committee handles high-level administrative posts. The Committee on Political Affairs deals with broad domestic and foreign policy issues. The Committee on Economic Affairs reviews financial trends and directs economic policy, while the Committee on Security focuses on national defence and internal safety. This division of labor allows for more focused deliberation and efficient decision-making by a smaller group of ministers before matters are brought to the full Cabinet.

**112.** (B) (b), (c) and (d) only
The Prime Minister's Office is an extra-constitutional body, meaning it is not mentioned in the Constitution but was created through executive decisions. Its primary role is to provide secretarial assistance, policy advice, and a strategic think-tank for the Prime Minister. While the Cabinet Secretariat is headed by the Cabinet Secretary, the PMO is led by the Principal Secretary to the Prime Minister. The PMO has evolved into a powerful central hub for coordination and decision-making within the Union Government.

**113.** (D) Electoral reforms
The introduction of Electronic Voting Machines is a significant part of the ongoing electoral reforms in India. This technological shift was aimed at making the voting process more efficient, reducing the time taken for counting, and minimizing the potential for electoral fraud like booth capturing or ballot tampering. By replacing traditional paper ballots, EVMs have helped modernize the democratic process, ensuring a more reliable and secure method for citizens to cast their votes in both national and state-level elections.

**114.** (C) Draw attention to a matter of urgent public importance.
An adjournment motion is a powerful parliamentary device used to suspend the normal business of the House to discuss a specific matter of urgent and definite public importance. Because it interrupts the scheduled agenda, it is considered an extraordinary tool that requires the support of at least fifty members and the Speaker's consent. By allowing immediate debate on critical events, it serves as a mechanism to hold the government accountable and bring pressing issues to the forefront.

**115.** (B) Removing judges through impeachment for proven misbehaviour or incapacity.
Judicial accountability in India is primarily ensured through the constitutional process of impeachment. This mechanism allows the Parliament to remove a judge of the Supreme Court or a High Court on the grounds of proven misbehavior or incapacity. While the judiciary is independent, this process ensures that judges are not above the law and can be held responsible for serious misconduct. It represents a vital check and balance, as it requires a two-thirds majority in both Houses for success.

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**116.** (D) Creating and enforcing rules within a specific administrative sector.
Regulatory authorities are specialized bodies created to oversee and manage specific sectors of public or economic activity. Their defining characteristic is the power to formulate rules, set standards, and enforce compliance within their jurisdiction, such as telecommunications, finance, or electricity. By operating with a degree of independence from direct political control, these authorities aim to ensure fair competition, protect consumer interests, and provide technical expertise in the administration of complex industries, thereby promoting stability and efficiency.

**117.** (A) Both A and R are true and R is the correct explanation of A.
The relationship between ministers and civil servants is indeed symbiotic, as each provides what the other lacks. Ministers, as the political executive, offer democratic legitimacy and determine the broad policy goals based on the public mandate. Conversely, civil servants, as the permanent executive, contribute the necessary technical expertise, long-term experience, and administrative continuity to turn those goals into executable programs. This interdependence is fundamental to the successful functioning of a parliamentary democracy, ensuring that policies are representative and feasible.

**118.** (C) Maintaining a broad perspective required for effective policy coordination.
The core argument favoring generalists in top administrative roles is their ability to maintain a comprehensive view of governance. Career civil servants with experience in multiple departments are seen as better equipped to coordinate between different ministries and balance competing interests. While specialists have deep knowledge in one field, generalists are argued to have the leadership and broad perspective necessary for higher-level management and policy integration. This perspective is considered vital for maintaining administrative cohesion and addressing multifaceted governance challenges.

**119.** (A) The unity and integrity of the country.
All India Services, such as the IAS and IPS, were envisioned by leaders like Sardar Vallabhbhai Patel as the iron frame that would preserve the nation's unity. Because these officers are recruited centrally but serve across different states, they provide a common administrative link throughout the country. This system ensures a uniform standard of administration and helps in maintaining national integrity by preventing regional fragmentation. These services act as a bridge between the central and state governments, facilitating effective national coordination.

**120.** (D) Respective State Public Service Commissions.
Under the Indian federal structure, each state is responsible for its own civil services to manage regional administration. To ensure merit-based recruitment, the Constitution provides for a State Public Service Commission in every state. These independent bodies conduct competitive examinations and interviews for selecting candidates to various administrative and technical posts within the state government. They function similarly to the UPSC at the national level, providing a transparent and impartial mechanism for staffing the provincial bureaucracy and advising on personnel matters.

**121.** (B) M. Veerappa Moily.
The Second Administrative Reforms Commission was established in 2005 to provide a comprehensive roadmap for revitalizing the Indian administrative system. It was chaired by M. Veerappa Moily and produced fifteen extensive reports covering diverse areas such as ethics in governance, local self-government, and e-governance. The commission's objective was to suggest measures for making the administration more proactive, transparent, and accountable. Its recommendations have been highly influential in shaping modern governance reforms and improving the efficiency of public service delivery.

**122.** (C) Members of the Planning Commission.
The National Development Council was designed as the highest body for policy coordination between the Union and the States. Its composition included the Prime Minister as chairman, all Union Cabinet Ministers, the Chief Ministers of all States and Union Territories, and all members of the Planning Commission. This inclusive structure ensured that the planning process involved the top political leadership of the entire country and allowed for the formal approval of Five-Year Plans through a consultative process involving central and state authorities.

**123.** (D) "Cooperative and Competitive Federalism"
NITI Aayog operates on the dual principles of cooperative and competitive federalism. Cooperative federalism involves the central and state governments working together to formulate a national agenda through shared vision and collaborative policy-making. Competitive federalism encourages states to improve their performance by ranking them on various developmental indices, such as health and education. This approach aims to foster a healthy spirit of competition among states while ensuring

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they are integral partners in the country's progress, moving away from centralized models.

**124.** (A) Rupa Ashok Hurra vs. Ashok Hurra.
The concept of a curative petition was introduced by the Supreme Court to prevent a manifest miscarriage of justice and to correct grave errors in its own final judgments. In the landmark case of Rupa Ashok Hurra vs. Ashok Hurra, the court ruled that even after a review petition has been dismissed, a person can seek further relief through a curative petition in exceptional circumstances. This reflects the judiciary's commitment to ensuring justice and its authority to review and rectify its decisions.

**125.** (B) Public Interest Litigation
Public Interest Litigation is a legal mechanism that allows individuals or social groups to file petitions in the higher judiciary on behalf of the public or marginalized sections who cannot approach the court themselves. It has become a powerful tool for judicial activism in India, enabling the courts to address issues like environmental protection, human rights, and government accountability. By relaxing the traditional rule of standing, PIL ensures that justice is accessible to all, making the judiciary a proactive protector.

**126.** (B) Transforming e-governance for transforming governance
E-Kranti is a vital pillar of the Digital India program, specifically focused on the next generation of e-governance. Its mission is to deliver all government services electronically to citizens through integrated and interoperable systems. By focusing on the transformation of administrative processes, it aims to make governance more efficient, transparent, and responsive. E-Kranti covers diverse sectors like education, health, and agriculture, ensuring that technology is used to fundamentally improve how the government interacts with and serves the people.

**127.** (A) Mansabdari system
The Mansabdari system of the Mughals had its roots in earlier administrative practices, most notably the Iqta system of the Delhi Sultanate. Under the Iqta system, land was assigned to military commanders in lieu of salaries, with the responsibility of maintaining troops for the Sultan. Akbar refined and institutionalized this concept into the Mansabdari system, which used numerical ranks to determine an official's status and military obligations. This evolution highlights the continuity and adaptation of administrative structures in medieval India.

**128.** (C) Lord Cornwallis
Lord Cornwallis is widely regarded as the architect of the professional civil service in British India. He introduced the Covenanted Civil Service, where officers entered into a formal agreement or covenant with the East India Company. Cornwallis aimed to end corruption by banning private trade for officials and providing them with substantial salaries. This organized and disciplined cadre became the forerunner of the modern Indian Civil Service. His reforms established the foundation for a permanent, merit-oriented bureaucracy in the country.

**129.** (D) Dual executive (nominal and real).
A central feature of the parliamentary form of government in India is the existence of a dual executive. This consists of a nominal executive, the President, who is the head of state and performs ceremonial duties, and a real executive, the Prime Minister and Council of Ministers, who hold the actual governing power. The real executive is drawn from the legislature and is collectively responsible to it. This arrangement ensures that the government is accountable to the people's representatives.

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**130.** (B) (a), (b) and (c) only
The Union Executive includes the President, who acts on the advice of the Council of Ministers, and the Prime Minister, who is appointed by the President. Interestingly, a person can be appointed as a minister without being a member of Parliament, provided they are elected to either house within six months. However, the Cabinet Secretariat does not administer Union Territories; that responsibility lies with the President acting through administrators or governors. These provisions illustrate the democratic and parliamentary nature.

**131.** (B) Cabinet Committee on Investment and Growth
Cabinet Committees are periodically reviewed and restructured by the government to meet

**103.** (A) The proactive role taken by the judiciary to protect citizens' basic rights.
Judicial activism refers to the proactive role played by the courts in ensuring justice and protecting the fundamental rights of citizens, often by stepping in when the legislature or executive fails to act. It involves the judiciary's willingness to go beyond traditional legal interpretations to address social issues and government neglect. This concept is closely linked with Public Interest Litigation, where the courts use their powers to provide relief to the marginalized and uphold constitutional values.

**104.** (D) National Police Commission (1977-81)
The National Police Commission was the first such body established after independence to conduct a comprehensive review of the Indian police system. Its eight reports provided groundbreaking recommendations for institutionalizing police accountability and functional autonomy. These included the creation of state security commissions and the separation of investigation from law and order functions. The Commission's findings have been frequently cited by the Supreme Court, most notably in the Prakash Singh case, as a basis for judicial directives.

**105.** (B) Police Reforms
The Prakash Singh vs. Union of India case is a landmark Supreme Court judgment that directly addressed the need for systemic police reforms. The court issued several directives to state governments to ensure that the police function professionally and without illegitimate political influence. These included the establishment of state security commissions, fixed tenures for police chiefs, and the creation of police establishment boards. This judgment remains the primary legal foundation for ongoing efforts to modernize and democratize police administration in India.

**106.** (C) Keeping revenue records
In the complex administrative hierarchy of the Mughal Empire, specialized officials were appointed to manage various aspects of governance. The Wassil-baqi-navis was a critical revenue officer responsible for maintaining meticulous records of land revenue collections and arrears. This role was essential for the empire's financial stability, as it ensured that the state had accurate data on income and defaults. Such detailed record-keeping reflected the sophisticated nature of Mughal fiscal administration and its reliance on a systematic bureaucratic framework throughout history.

**107.** (A) 2, 3, 1, 4
The progression of British administration in India began with the Regulating Act of 1773, which established the Supreme Court in Calcutta. Later, Macaulay's Minute on Education in 1835 significantly influenced the administrative and educational landscape. The portfolio system was introduced in 1861 to organize the executive council. Finally, the Government of India Act of 1935 introduced major structural changes, including provincial autonomy and a federal framework, representing the final major constitutional development before the nation's independence in 1947.

**108.** (A) Quasi-federal
The Indian Constitution is best described as quasi-federal because it combines strong unitary features with a federal structure. While it establishes a clear division of powers between the Union and the States, it also includes provisions that allow the central government to exert significant control, especially during emergencies. This unique arrangement, often referred to as federal in form but unitary in spirit, aims to maintain national unity and integrity while allowing for regional autonomy in ordinary circumstances within the states.

**109.** (B) Elected members of the Parliament and the State Legislative Assemblies.
The President of India is elected indirectly through a specialized electoral college to ensure a balanced representation of both national and regional interests. This college consists specifically of the elected members of both Houses of Parliament and the elected members of the Legislative Assemblies of all the States and Union Territories. Nominated members are excluded from this process to maintain its democratic integrity. This system reflects the federal character of the Indian Republic by involving representatives from across the entire country.

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attachment and forfeiture of property acquired through corrupt means. The amendments also established time limits for the trial of corruption cases and introduced safeguards for honest officials, reflecting a comprehensive approach to improving integrity and accountability within the public administration.

**139.** (A) Both Statement I and Statement II are true.
The Indian Police Service is one of the three All India Services, meaning its officers are recruited centrally but serve both the Union and individual state governments. While these officers are posted in states and are under their immediate administrative control, the ultimate authority and disciplinary control rest with the Ministry of Home Affairs at the central level. This shared arrangement ensures a uniform national standard for police leadership and maintains a direct link between the state and central security apparatus.

**140.** (A) Sushma Swaraj Institute of Foreign Service
The Sushma Swaraj Institute of Foreign Service, located in New Delhi, is the specialized institution responsible for the training of newly recruited officers of the Indian Foreign Service. It provides comprehensive instruction in diplomacy, international relations, foreign policy, and languages. While all civil servants undergo a foundation course at LBSNAA, IFS officers receive their specific professional and technical training at this institute. It plays a vital role in preparing diplomats to represent the nation's interests and manage its external affairs globally.

**141.** (B) Eighth Plan
India transitioned from imperative planning toward indicative planning starting with the Eighth Five-Year Plan in 1992. This shift occurred in the context of economic liberalization and globalization. Under indicative planning, the government moved away from rigid command-and-control and toward providing a broad policy framework and incentives for the private sector. The state's role became that of a facilitator rather than a sole provider. This change allowed for greater market orientation while the government focused on strategic sectors development.

**142.** (A) Both A and R are true and R is the correct explanation of A.
The Indian Constitution ensures an independent judiciary through several specific safeguards. One of the most important is the financial independence of the Supreme Court. The salaries, allowances, and pensions of the judges are charged on the Consolidated Fund of India. This means these expenses are not subject to an annual vote in Parliament, preventing the legislature from using financial pressure to influence judicial decisions. This constitutional provision directly supports and explains the broader principle of maintaining judicial independence.

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**143.** (A) It can give advisory opinions to the President, which are binding on the President.
Under Article 143, the Supreme Court has an advisory jurisdiction where it can provide opinions on legal or factual questions referred to it by the President. However, these opinions are purely advisory and are not legally binding on the President. Conversely, the court's role as the highest court of appeal, its power of judicial review to strike down unconstitutional laws, and its duty as the guardian of fundamental rights are all core, binding functions that define its authority.

**144.** (C) Any public-spirited citizen or social organization.
Public Interest Litigation is designed to broaden access to justice by relaxing the traditional rule of locus standi, which required the person filing a case to be personally aggrieved. In India, the higher courts allow any public-spirited citizen, non-governmental organization, or social group to file a petition on behalf of the public or a marginalized community. This mechanism enables the judiciary to address systemic issues, protect the environment, and safeguard human rights for those lacking resources or awareness.

**145.** (D) Simple, Moral, Accountable, Responsive, and Transparent
The SMART model of governance is a conceptual framework designed to revitalize public administration and make it more citizen-centric. It emphasizes simplicity in procedures to reduce bureaucratic hurdles and morality in the conduct of officials to ensure ethical governance.

Accountability and responsiveness are key to ensuring that the government is answerable and attentive to the needs of the people. Finally, transparency involves making government processes and information open to the public, thereby reducing corruption and building trust.

**146.** (C) Revenue settlement directly with the cultivators (Ryots).
The Ryotwari system was a major land revenue arrangement introduced by the British, primarily in the Madras and Bombay presidencies. Unlike the Zamindari system, which involved intermediaries, the Ryotwari model established a direct relationship between the colonial government and the individual cultivators, known as ryots. Revenue was settled directly with each farmer based on the quality and size of their land. This system aimed to eliminate landlords and ensure that the state received a share of produce directly.

**147.** (A) P-4, Q-1, R-2, S-3
Indian administrative history is characterized by evolving roles and institutions. The District Magistrate and Collector is a quintessential legacy of the British era. The Mansabdari system was the foundational hierarchy of the Mughal administration. In ancient times, specifically during the Mauryan period, officials known as Rajukas managed rural administration and justice. In the modern post-independence period, the NITI Aayog was established as a strategic policy think tank to replace traditional planning models and foster cooperative federalism between the center and states.

**148.** (D) All powers vested in the national government
A federal system is defined by the division of powers between a central authority and constituent units, such as states or provinces. Therefore, having all powers vested solely in the national government is a characteristic of a unitary system, not a federal one. Federalism typically requires a dual government structure, a written constitution to clearly define jurisdictions, and the supremacy of that constitution to ensure that neither level of government can unilaterally alter the division of power or jurisdiction.

**149.** (A) Exercising power directly or through officers as per the Constitution.
Article 53 of the Indian Constitution stipulates that the executive power of the Union is vested in the President. It further clarifies that the President shall exercise this power either directly or through officers subordinate to him, in accordance with the provisions of the Constitution. In practice, this means the President acts on the aid and advice of the Council of Ministers led by the Prime Minister. This structure ensures that executive actions are constitutional while being guided by political leadership.

**150.** (A) (a), (b), (c) and (d) only
The Election Commission of India is a multi-member constitutional body established directly by Article 324. Its extensive responsibilities include conducting elections for the Parliament, State Legislatures, and the offices of the President and Vice-President. It also performs a quasi-judicial role by advising the President on the disqualification of members. To ensure its independence, the Chief Election Commissioner has the same security of tenure and removal process as a judge of the Supreme Court of India, protecting the democratic process.

**151.** (A) Article 360
Article 360 of the Indian Constitution empowers the President to declare a Financial Emergency if he is satisfied that a situation has arisen whereby the financial stability or credit of India or any part of its territory is threatened. During such an emergency, the Union government can issue directions to states to observe specified canons of financial propriety and can even reduce the salaries of public officials, including judges. To date, a Financial Emergency has never been declared.

**152.** (D) Every government program and expenditure must be justified from scratch each year.
Zero Base Budgeting is a rigorous budgetary approach where every item of expenditure must be justified for each new period, starting from a zero base. Unlike traditional incremental budgeting, which simply adjusts previous allocations, ZBB requires a complete re-evaluation of all programs, whether new or ongoing. This tool helps the legislature exercise tighter financial control by identifying and eliminating inefficient or obsolete

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programs, ensuring that resources are allocated based on current needs and effectiveness rather than historical precedent.

**153.** (B) Investigating corruption disclosures and providing protection for whistleblowers.
The Whistle Blowers Protection Act was enacted to create a safe mechanism for individuals to disclose acts of corruption, misuse of power, or criminal offenses within the public administration. Its primary goal is to protect whistleblowers from victimization, harassment, or retaliation by their superiors or the organizations they expose. By providing for the investigation of such disclosures and ensuring confidentiality, the Act aims to promote integrity, transparency, and accountability in government functioning, encouraging citizens to report unethical behavior.

**154.** (C) Should serve the government of the day faithfully, irrespective of its political ideology.
Civil service neutrality is a fundamental principle that ensures the stability and continuity of administration in a democracy. It implies that career bureaucrats should remain politically impartial and provide professional, objective advice to the ministers. Regardless of which political party forms the government, civil servants are expected to implement official policies faithfully and efficiently. This neutrality prevents the politicization of the bureaucracy and ensures that the administrative machinery remains a reliable tool for any democratically elected government in power.

**155.** (D) Appointment of specialists from the private sector and academia to government positions.
Lateral entry refers to the recruitment of professionals and experts from the private sector or academia into senior positions within the civil service, typically at the rank of Joint Secretary. This initiative aims to bring specialized domain expertise into the government to manage complex sectors that require technical knowledge beyond generalist administrative skills. By bypassing the traditional career-based promotion system for these specific roles, the government seeks to infuse the bureaucracy with fresh perspectives and industry-standard management practices.

**156.** (A) A more consultative and decentralized approach to planning.
The transition from the Planning Commission to NITI Aayog signifies a major shift in the philosophy of governance in India. While the previous commission often followed a top-down, one size fits all approach, NITI Aayog promotes a more consultative and decentralized model. It emphasizes cooperative federalism by involving states as equal partners in the planning process. This approach recognizes that states are best positioned to understand their unique needs, allowing for more flexible and effective policy and development.

**157.** (B) To strike down laws and executive actions that are unconstitutional.
Judicial Review is the cornerstone of the Indian judiciary's role as the protector of the Constitution. It empowers the higher courts to scrutinize the legality and constitutionality of legislative enactments and executive orders. If the judiciary finds that a law or action violates the fundamental rights of citizens or exceeds the constitutional powers of the government, it can declare such measures null and void. This ensures the supremacy of the Constitution and maintains the balance of power among branches.

**158.** (B) Ministry of Home Affairs
The National Crime Records Bureau is the primary agency responsible for collecting, analyzing, and disseminating information on crime and criminals in India. It functions under the Ministry of Home Affairs and plays a crucial role in modernizing police investigations and maintaining a national database for law enforcement. Through initiatives like the CCTNS, the NCRB facilitates inter-state coordination and provides data-driven insights to help the government formulate policies for crime prevention and criminal justice administration throughout the country.

**159.** (A) Delivering essential public services to rural and remote areas.
Common Services Centres are a critical component of India's e-governance infrastructure, designed to provide front-end service delivery points in rural and remote regions. These centres act as local hubs where citizens can access a wide range of government, financial, and social services

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changing priorities. The Cabinet Committee on Investment and Growth was specifically reconstituted to address economic challenges and expedite major projects. Such committees are formed by the Prime Minister to focus on critical areas like national security, economic affairs, and political matters. By delegating detailed work to these smaller groups of ministers, the government can make faster and more informed decisions on complex issues that require coordination.

**132.** (D) A Delimitation Commission appointed by the President
The redrawing of boundaries for parliamentary and assembly constituencies is performed by a specialized body called the Delimitation Commission. This commission is appointed by the President of India and works in close collaboration with the Election Commission. Its primary objective is to ensure that each constituency has a roughly equal population, thereby upholding the principle of one person, one vote. The orders of the Delimitation Commission have the force of law and cannot be challenged in any court.

**133.** (A) Centre-State Relations
The Punchhi Commission was established in 2007 to provide a fresh look at the evolving dynamics between the Union and the States in India. It was tasked with reviewing various aspects of federalism, including the role of governors, inter-state relations, and the use of emergency powers. Building on the work of the earlier Sarkaria Commission, the Punchhi Commission made several recommendations to strengthen cooperative federalism and address modern challenges in the distribution of power across the country.

**134.** (C) Calling Attention Motion
A Calling Attention Motion is a parliamentary device that allows a member to bring a matter of urgent public importance to the notice of a minister. The primary purpose of this motion is to seek an authoritative statement from the government on the issue. Unlike some other discussions, this motion compels the minister to explain the government's position and any actions taken or planned. It serves as an effective tool for legislative oversight, ensuring that the executive responds publicly.

**135.** (A) The power to initiate proceedings for the removal of judges.
The principle of checks and balances ensures that no single branch of government becomes too powerful. An example of the legislature checking the judiciary is the Parliament's authority to initiate and conduct proceedings for the removal of judges of the Supreme Court and High Courts. This process, known as impeachment, can only be carried out on the grounds of proven misbehavior or incapacity. This safeguard ensures judicial accountability while maintaining high standards for removal to protect the independence of judges.

**136.** (D) Lokpal and Lokayukta
The First Administrative Reforms Commission, initially headed by Morarji Desai, made a landmark recommendation for the creation of independent ombudsman-like institutions. These were the Lokpal at the national level and Lokayuktas in the states. The primary purpose was to investigate complaints from citizens regarding maladministration and corruption against public functionaries. This recommendation aimed to provide an effective mechanism for redressal of grievances and to enhance transparency and integrity in the administration, laying the foundation for future anti-corruption legislation.

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**137.** (B) Opening top administrative posts to technical experts instead of only IAS.
The central point of contention in the generalist versus specialist debate is the monopoly of career civil servants, particularly the IAS, over top policy-making positions. Technical experts and specialists argue that their domain knowledge is essential for managing complex modern sectors like health, science, and economics. On the other hand, generalists emphasize the need for broad administrative and coordinating skills. The debate revolves around whether lateral entry or specialized services should have greater access to senior administrative roles.

**138.** (C) 2018
The Prevention of Corruption Act of 1988 underwent significant amendments in 2018 to enhance the legal framework for fighting corruption. These changes included criminalizing the act of giving a bribe, not just receiving one, and introducing provisions for the

against high-ranking public functionaries. In contrast, the CVC primarily acts as an advisory body that oversees vigilance administration and monitors investigations conducted by agencies like the CBI. The CVC does not have its own prosecution wing, making the Lokpal a more empowered institution.

**167.** (A) Ensuring political responsiveness while maintaining administrative impartiality.
The core challenge in politician-civil servant relations is finding the right balance between two competing requirements. On one hand, the bureaucracy must be responsive to the policies and goals of the democratically elected political leadership. On the other hand, civil servants must maintain their professional impartiality and integrity, providing objective advice and following the rule of law without being influenced by partisan political interests. This delicate dynamic is essential for ensuring that governance is democratically accountable and administratively sound.

**168.** (D) Article 320
While Article 315 provides for the establishment of Public Service Commissions, Article 320 of the Indian Constitution specifically details their extensive functions. These include the duty to conduct examinations for appointments to the services of the Union and the States. The Commissions must also be consulted on various matters such as recruitment methods, principles of promotion, and disciplinary actions concerning civil servants. This constitutional mandate ensures that the management of the civil services is based on merit and follows standardized procedures.

**169.** (C) Coordinate with various state departments to formulate the state's development plan.
The primary role of a State Planning Department is to serve as a central hub for the state's development strategy. It coordinates with various line departments, such as agriculture, health, and education, to gather data and integrate their requirements into a cohesive state-level development plan. This process involves assessing regional needs and resources to ensure that the state's economic and social goals are met effectively. The department also monitors program implementation to ensure alignment with broader national objectives.

**170.** (D) Judgments of the Supreme Court.
The collegium system, used for the appointment and transfer of judges in the higher judiciary, is not mentioned in the original Constitution nor created by an Act of Parliament. Instead, it evolved through a series of landmark judgments of the Supreme Court, known as the Three Judges Cases. These rulings established that the Chief Justice of India and a group of senior-most judges have the primary say in judicial appointments. This system was designed to safeguard judicial independence.

**171.** (A) Separation of Investigation and Law & Order functions
A key recommendation in numerous police reform reports is the functional separation of the investigation wing from the law and order wing. This initiative aims to ensure that investigators can focus solely on solving crimes without being diverted to manage crowds, protests, or other general policing duties. Such separation is expected to improve the quality and speed of criminal investigations, leading to higher conviction rates. It also allows for greater specialization and professionalism within the police force.

**172.** (B) To increase the cost and complexity of government services.
E-governance is fundamentally aimed at improving the efficiency and accessibility of public administration. Its core objectives include building transparency, enhancing accountability, and providing government services in a faster and more cost-effective manner. By using technology to simplify procedures, e-governance seeks to reduce the complexity and hurdles faced by citizens. Therefore, increasing the cost or complexity would be entirely contrary to its purpose of empowering the public through easy access to information and streamlined interactions with the state.

**173.** (B) Raja Todar Mal
Raja Todar Mal, the Finance Minister under Emperor Akbar, was the architect of the sophisticated Zabti or Dahsala land revenue system. He introduced systematic land surveys

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and measured the quality and productivity of fields to determine fair tax rates. This system was based on the average produce and prices over a ten-year period, providing stability for both the state and the cultivators. Todar Mal's reforms significantly enhanced the empire's fiscal administration and influenced land management practices for centuries.

**174.** (A) To introduce separate electorates for Muslims.
The Indian Councils Act of 1909, also known as the Morley-Minto Reforms, introduced a controversial and significant change to the electoral system. It established the principle of separate electorates for Muslims, allowing them to elect their own representatives to the legislative councils. This move was a part of the British policy of divide and rule and had a lasting impact on Indian politics by institutionalizing communal representation. While it increased elected members, it also sowed the seeds of religious political division.

**175.** (C) Is automatically dissolved.
In the parliamentary system, the Prime Minister is the keystone of the cabinet arch. Since the Council of Ministers is formed on the recommendation of the Prime Minister, the office's existence is tied to the individual leader. Consequently, if the Prime Minister resigns or dies, the entire Council of Ministers is automatically dissolved. While the President may ask the outgoing cabinet to continue until a new government is formed, the existing political executive technically ceases to exist immediately.

**176.** (A) P-2, Q-1, R-4, S-3
Parliamentary proceedings are governed by specific terms. A quorum is the minimum number of members needed to conduct business. Adjournment suspends a sitting for a specific time, while prorogation terminates an entire session of the House. Dissolution is the most significant, as it ends the life of the House, necessitating new elections. These procedures, managed by the Presiding Officer and the President, ensure that the Parliament functions in an orderly and constitutional manner, providing a clear framework.

**177.** (C) The Lok Sabha only.
The principle of collective responsibility dictates that the Council of Ministers must enjoy the support of the majority in the lower house of Parliament. Therefore, a No-Confidence Motion can only be introduced and voted upon in the Lok Sabha. If the motion is passed, the entire government is constitutionally required to resign. This mechanism provides the directly elected representatives of the people with the ultimate power to hold the executive branch accountable and remove a government that has lost support.

**178.** (A) Unitary tilt
While the Indian Constitution is federal in nature, it incorporates several provisions that give it a unitary tilt during exceptional circumstances. One such provision allows the Union Parliament to legislate on subjects in the State List when a National Emergency is in force. This temporary shift in power ensures that the central government has the necessary authority to coordinate a national response to threats without being restricted by regional jurisdictions. This flexibility highlights the focus on maintaining unity.

**179.** (C) Comptroller and Auditor General (CAG)
The Public Accounts Committee is a vital parliamentary body responsible for ensuring financial accountability of the executive. Its primary function is to examine the annual audit reports submitted by the Comptroller and Auditor General (CAG). The PAC scrutinizes the government's expenditures to ensure that public money has been spent legally, efficiently, and for the intended purposes. By investigating cases of financial mismanagement highlighted by the CAG, the committee provides a powerful check on the government's use of public funds.

**180.** (D) Governor of the State.
The Lokayukta is the state-level ombudsman appointed to investigate allegations of corruption and maladministration against public officials. The appointment is formally made by the Governor of the State, typically after consultation with the Chief Justice of the High Court and the Leader of the Opposition in the Legislative Assembly. This process is designed to ensure that the Lokayukta is an independent and impartial figure who can effectively hold the state executive

NODIA

accountable and address citizens' grievances regarding administrative misconduct.

**181.** (B) Shielding civil servants from public praise or blame for their policy advice.
The principle of anonymity is a core element of the professional civil service in a parliamentary democracy. It ensures that civil servants remain behind the scenes while providing advice and implementing policies. The political executive, or the minister, takes all public responsibility for the department's actions. This shields career bureaucrats from public praise or blame, allowing them to provide objective and honest advice to their political superiors without fear of public repercussions or seeking personal administrative popularity.

**182.** (C) Indian Foreign Service (IFS)
All India Services are those common to both the Union and the States, as established under Article 312 of the Constitution. Currently, these include the Indian Administrative Service (IAS), the Indian Police Service (IPS), and the Indian Forest Service (IFoS). The Indian Foreign Service, while a premier and prestigious service, is a Central Service because its officers work exclusively under the Union Government's Ministry of External Affairs and do not serve in state-level administration, distinguishing its service structure.

**183.** (D) P. C. Hota Committee
The P. C. Hota Committee on Civil Services Reforms, established in 2004, addressed various aspects of the recruitment and functioning of the bureaucracy. One of its notable suggestions was to broaden the talent pool for the Union Public Service Commission by including members from diverse backgrounds, such as distinguished academics and professionals from the private sector. This recommendation aimed to modernize the commission and ensure its membership reflects a wider range of expertise and perspectives, improving civil service selection.

**184.** (A) The Janata Party government.
The concept of a rolling plan was introduced in India by the Janata Party government in 1978, which terminated the Fifth Five-Year Plan a year early. Under this model, the plan is reviewed and updated annually, with new targets and budgets set based on the previous year's performance. This approach was intended to provide greater flexibility and responsiveness to changing economic conditions compared to fixed five-year cycles. However, the system was later replaced by traditional planning models in the country.

**185.** (B) NITI Aayog
NITI Aayog features a unique organizational structure designed to promote cooperative federalism. This includes a three-tier setup consisting of a Team India Wing, a Knowledge and Innovation Wing, and a Consultancy Wing. The Team India Wing is specifically responsible for coordinating with state governments and ensuring they are active partners in national policy-making. This structure reflects the organization's mission to foster a collaborative relationship between the center and states, moving away from centralized planning toward a participative framework.

**186.** (B) The Government of India and one or more States.
The original jurisdiction of the Supreme Court refers to its power to hear a case for the first time, without it having to go through lower courts. According to Article 131, this jurisdiction extends to legal disputes of a federal nature. This includes conflicts between the Government of India and one or more States, or between two or more States themselves. By serving as the exclusive forum for such disputes, the Supreme Court ensures the peaceful and constitutional resolution of federal conflicts.

**187.** (A) Indira Sawhney case.
The landmark judgment in the Indira Sawhney vs. Union of India case, also known as the Mandal Commission case, provided the legal framework for reservation policy in India. In this ruling, the Supreme Court upheld the 27% reservation for Other Backward Classes (OBCs) but introduced the concept of the creamy layer. The court directed that the socially and economically advanced members among the OBCs should be excluded from the benefits of reservation to ensure that the most needy receive opportunities.

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**231.** (D) Enable more detailed and expert scrutiny of government policies and bills.
Departmentally Related Standing Committees were introduced in the Indian Parliament to enhance legislative oversight of the various central ministries. These committees consist of members from both the Lok Sabha and the Rajya Sabha and are tasked with examining demands for grants, bills, and annual reports. By conducting detailed scrutiny away from political grandstanding, these committees ensure that government policies and expenditures are thoroughly reviewed. This system strengthens the accountability of the executive to the legislature across the country.

**232.** (D) Fundamental Duties.
The obligation to uphold and protect the Sovereignty, Unity and Integrity of India is one of the Fundamental Duties of the citizens of India. These duties were added to the Constitution by the 42nd Amendment Act of 1976 and are listed in Article 51A. While not legally enforceable by courts, these duties serve as moral and patriotic guidelines. They remind citizens that while they enjoy fundamental rights, they also have specific responsibilities toward the nation in maintaining its integrity.

**233.** (A) Governance and Public Policy Reforms.
The National Centre for Good Governance is an autonomous institution established by the Government of India to serve as a premier think tank and training hub for administrative reforms. Its primary focus is on promoting good governance, policy research, and capacity building for civil servants. By conducting research on best practices and providing specialized training, the NCGG aims to foster innovation, transparency, and accountability in public administration, ultimately improving the efficiency of service delivery and program implementation.

**234.** (C) Municipal Services.
The civil services in India are broadly classified into three main categories based on their jurisdiction and recruitment. All India Services serve both the Union and the States. Central Services are those whose officers work exclusively under the Union Government, while State Services manage the administration of individual provinces. Although municipal bodies have their own administrative staff, Municipal Services is not a standard, recognized classification within the broader structure of the national or state civil services defined by the Constitution.

**235.** (A) Union and State Governments.
While the Planning Commission was responsible for formulating the national Five-Year Plans, the ultimate responsibility for their successful implementation lay with the executive machinery of the Union and State governments. The plans were broad strategic frameworks that required coordinated action across various levels of administration. State governments played a critical role as they managed most subjects related to social and economic development. The effective delivery of planned projects depended on the financial resources and administrative capacity of governments.

**236.** (C) 73rd Amendment Act.
The 73rd Constitutional Amendment Act of 1992 is a landmark piece of legislation that granted constitutional status and protection to Panchayati Raj Institutions in India. It mandated the establishment of a three-tier system of local self-government at the village, block, and district levels across the country. By providing for regular elections, reservation of seats for marginalized groups, and the creation of State Finance Commissions, the amendment aimed to decentralize power and empower rural communities in local governance.

**237.** (B) Public purse.
The Comptroller and Auditor General is a constitutional authority responsible for auditing all expenditures from the Consolidated Fund of India and the States. Often described as the guardian of the public purse, the CAG's primary role is to ensure that the government manages public money legally and for intended purposes. By providing independent reports on financial mismanagement or unauthorized spending, the CAG serves as a vital tool for maintaining fiscal accountability and transparency in the administration of public funds.

**238.** (B) Lord Cornwallis.
Lord Cornwallis, who served as the Governor-General of India in the late 18th century, is known as the Father of Civil Services in India.

NODIA

establish the office of the Lokayukta in 1971. This pioneering move was aimed at providing a dedicated mechanism for addressing citizens' grievances and enhancing accountability in state governance. Following Maharashtra's example, many other states gradually adopted similar institutions to strengthen integrity and administrative transparency.

**196.** (D) The politician represents the people, and the civil servant provides administrative continuity and expertise.
The relationship between the political executive and the permanent bureaucracy is fundamental to a parliamentary democracy. Politicians, as the elected representatives, have the public mandate to set policy goals and are held accountable through elections. In contrast, civil servants provide the professional expertise, historical knowledge, and administrative continuity needed to transform those goals into actionable programs. This partnership ensures that governance is both democratically responsive and technically sound, with both groups working together to achieve developmental objectives.

**197.** (B) Hyderabad.
The Sardar Vallabhbhai Patel National Police Academy is the premier training institution for the Indian Police Service. Located in Hyderabad, Telangana, the academy is responsible for the professional and technical training of newly recruited IPS officers. It focuses on developing skills in criminal investigation, law enforcement, public order management, and leadership. The academy plays a vital role in ensuring that police leadership across India is well-trained and capable of meeting the complex security challenges of the modern era.

**198.** (C) The NITI Aayog.
A defining feature of NITI Aayog is its commitment to a bottom-up approach to development planning. Unlike the previous Planning Commission, which often imposed centralized schemes on states, NITI Aayog recognizes that states are active partners in national progress. It facilitates the participation of local and state governments in the formulation of the national agenda, ensuring that regional priorities are integrated into the policy framework. This philosophy aims to promote cooperative federalism and achieve sustainable and inclusive growth.

**199.** (D) Advisory Jurisdiction.
The Supreme Court of India possesses an advisory jurisdiction under Article 143 of the Constitution. This allows the President to refer any question of law or fact of public importance to the court for its opinion. While this opinion is not legally binding on the President, it carries significant legal weight and provides authoritative guidance on complex constitutional issues. This jurisdiction allows the executive to seek judicial clarity before taking significant actions, ensuring that government decisions are legal.

**200.** (A) Citizen engagement in governance.
MyGov.in is an innovative e-governance platform launched by the Government of India to foster direct citizen engagement in the governance process. It provides a digital space where individuals can share ideas, provide feedback on government policies, and participate in various discussions and creative tasks. By using technology to bridge the gap between government and the public, the platform promotes people's participation, making the administration more inclusive, transparent, and responsive to the aspirations of the common people.

**201.** (B) Mughal period.
During the Mughal Empire, the administrative system was highly organized into various territorial units. The largest administrative division was the Suba or province, which was governed by an official known as the Subedar or Sipahsalar. The Subedar was responsible for maintaining law and order, administering justice, and supervising revenue collection within their province. This hierarchical structure allowed the Mughal emperors to maintain effective control over a vast and diverse empire, ensuring that the central authority's directives were implemented.

**202.** (B) Parliamentary.
The distinction between the political executive and the permanent executive is a hallmark of the parliamentary system. The political executive consists of the Prime Minister and the Council of Ministers, who are elected representatives and hold office temporarily based on public support. The permanent executive comprises the

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career civil servants who provide the necessary expertise, continuity, and administrative stability. This arrangement ensures that while political leadership changes with elections, the administrative machinery continues to function smoothly, providing a stable governance framework.

**203.** (C) All of the above.
Combating corruption in India involves a multifaceted debate that addresses various systemic issues. This includes the need for both robust legislation and more effective implementation of existing laws. The role of technology is increasingly seen as vital for enhancing transparency and reducing human interference in administrative processes. Furthermore, the importance of maintaining independent and empowered investigative agencies is a central theme in ensuring that those who engage in unethical practices are held accountable, regardless of their administrative position.

**204.** (C) The independence of the judiciary.
The Supreme Court struck down the National Judicial Appointments Commission (NJAC) Act because it was seen as a violation of the independence of the judiciary, which is a part of the basic structure of the Constitution. The court ruled that the inclusion of the Law Minister and other representatives of the executive in the commission would compromise the impartiality of judicial appointments. By declaring the Act unconstitutional, the court restored the collegium system, emphasizing that the judiciary must remain independent.

**205.** (B) Police administration.
The Crime and Criminal Tracking Network and Systems(CCTNS)isamajore-governanceinitiative aimed at modernizing police administration in India. It creates a comprehensive and integrated nationwide database for tracking crime and criminal activity across all police stations. By digitizing records and providing a platform for real-time information sharing, the project enhances investigative capabilities and improves inter-state coordination. CCTNS is designed to make the criminal justice system more efficient, transparent, and responsive to the safety needs of the public.

**206.** (D) Kesavananda Bharati vs. State of Kerala.
The basic structure doctrine is a seminal principle in Indian constitutional law, established by the Supreme Court in the Kesavananda Bharati case. The court ruled that while the Parliament has the power to amend the Constitution, it cannot alter its essential or fundamental features. These features include the supremacy of the Constitution, the rule of law, and the independence of the judiciary. This landmark judgment serves as a vital safeguard against arbitrary constitutional changes that could undermine the nation's democratic foundations.

**207.** (A) Satyendra Prasanna Sinha.
Satyendra Prasanna Sinha made history in 1909 as the first Indian to be appointed to the Viceroy's Executive Council. His appointment as the Law Member was a significant result of the Morley-Minto Reforms, which sought to increase Indian participation in the higher levels of British administration. This event represented a breakthrough in the long-standing demand for greater Indian representation in the governance of their own country. Sinha's distinguished career in legal and political systems remains a colonial landmark.

**208.** (C) Preparing the annual budget for the country.
The Cabinet Secretariat serves as the primary hub for administrative coordination within the Union Government, managing the business of the Cabinet and its committees. Its core functions include providing secretarial support, facilitating inter-ministerial cooperation, and monitoring the implementation of government decisions. However, the preparation of the annual budget is not its responsibility; that vital financial task is performed by the Budget Division of the Department of Economic Affairs within the Ministry of Finance, ensuring specialized fiscal management.

**209.** (A) Electoral Reforms.
The Dinesh Goswami Committee was established in 1990 to study the electoral system and recommend comprehensive reforms. The committee addressed critical issues such as the use of muscle and money power in elections, the misuse of government machinery, and the need for more efficient voting procedures. Its recommendations included the introduction

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of photo identity cards for voters and measures to discourage non-serious candidates. The committee's work has been a primary reference for subsequent national efforts to enhance transparency.

**210.** (D) Social welfare schemes like MGNREGA.
A social audit is a democratic process that involves the direct participation of citizens in evaluating the performance and implementation of government programs. It is most prominently associated with social welfare schemes like the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA). By empowering the local community to verify government records and monitor project progress, social audits help reduce corruption, ensure that funds reach the intended beneficiaries, and promote greater transparency and accountability in the administration of welfare initiatives.

**211.** (B) Combating corruption.
The Fourth Report of the Second Administrative Reforms Commission, titled Ethics in Governance, provides a comprehensive analysis of corruption and suggests systemic reforms to enhance integrity in public life. It covers diverse areas such as political funding, the conduct of public servants, and the legal framework for fighting unethical practices. The report emphasizes that combating corruption requires not just better investigation but also structural changes. Its recommendations aim to foster an ethical culture and restore public trust in government institutions.

**212.** (C) The Parliament of India.
According to Article 312 of the Constitution, the power to create a new All India Service is vested in the Parliament. However, this process must be initiated by the Rajya Sabha, which represents the states. The Rajya Sabha must pass a resolution, supported by at least two-thirds of the members present and voting, stating that it is necessary in the national interest to establish such a service. This requirement ensures that the interests of the Union and States are balanced.

**213.** (D) To allocate financial resources to the states.
NITI Aayog was established as a strategic policy think tank to replace the Planning Commission, with a fundamental change in its mandate. While its predecessor had the authority to allocate financial resources and plan grants to states, NITI Aayog does not possess this financial power. Instead, its primary functions are to provide policy advice, foster cooperative federalism, and monitor national development programs. The responsibility for the allocation of central funds now rests with the Ministry of Finance.

**214.** (A) Senior Supreme Court judges overseeing judge appointments and transfers.
In the context of the Indian judicial system, the collegium is a non-constitutional body consisting of the Chief Justice of India and a group of the most senior judges of the Supreme Court. This body is responsible for making recommendations for the appointment and transfer of judges to the Supreme Court and the High Courts. The collegium system was established through judicial interpretations to ensure the selection process remains independent of direct executive control, safeguarding the impartiality of the higher judiciary.

**215.** (B) A police force heavily influenced by caste-based political patronage.
The Solanki-Chavan model is a term used to describe a historical phase in state-level police administration where political patronage often intersected with caste dynamics. In this model, appointments, transfers, and the functioning of the police were frequently influenced by the interests of dominant political and social groups. This led to concerns about the erosion of professional autonomy and the impartial enforcement of the law. Such models highlight the ongoing challenges in insulating the police from illegitimate political interference.

**216.** (B) Prime Minister.
PRAGATI, which stands for Pro-Active Governance and Timely Implementation, is a unique digital platform designed to expedite the resolution of citizens' grievances and monitor high-priority government projects. The platform is personally monitored by the Prime Minister through monthly video conferencing sessions involving central and state secretaries. This direct involvement from the highest level of leadership aims to break administrative bottlenecks, ensure coordination, and promote a culture of

NODIA

transparency and accountability in the delivery of public services and infrastructure.

**217.** (C) Handling matters at the lowest or least centralized competent authority.
The principle of subsidiarity is a fundamental concept in federal and decentralized governance. It suggests that administrative and political decisions should be taken as close to the citizens as possible. According to this principle, the central or higher levels of government should only handle matters that cannot be effectively managed at the local or regional level. By empowering local authorities and communities, subsidiarity promotes efficiency, responsiveness, and democratic participation, ensuring that governance is tailored to specific regional needs.

**218.** (C) 8.
The Lokpal is a multi-member anti-corruption body established at the national level. According to the Lokpal and Lokayuktas Act of 2013, the institution consists of a Chairperson and a maximum of eight members. To ensure a balanced and expert composition, the Act mandates that fifty percent of the members must be judicial members, and at least fifty percent should be from marginalized sections. This diverse membership is designed to ensure impartiality and representativeness in investigating complaints of corruption.

**219.** (B) Indian Civil Services.
Sardar Vallabhbhai Patel, the first Home Minister of independent India, famously described the Indian Civil Services as the iron frame of the country's administration. He recognized that a strong, professional, and politically neutral bureaucracy was essential for maintaining the unity and stability of the newly independent nation. This cadre of officers was envisioned to provide the administrative expertise and continuity needed to implement development policies and manage the complexities of society. Patel's support was instrumental in their preservation.

**220.** (D) Facilitators and enablers of development.
Modern capacity building initiatives for civil servants aim to fundamentally redefine the role of the bureaucracy. The objective is to move away from a traditional model where officials act primarily as rule-bound administrators or revenue collectors. Instead, the focus is on transforming them into proactive facilitators and enablers of development. This involves equipping officers with the skills and mindset needed to work collaboratively with citizens and the private sector, foster innovation, and effectively manage resources for sustainable progress.

**221.** (C) The supremacy of the constitution, rule of law, and independence of the judiciary.
The basic structure of the Indian Constitution includes fundamental principles that define the identity and purpose of the state. These concepts, identified by the Supreme Court through various judgments, include the supremacy of the Constitution, which ensures all laws follow its provisions. The rule of law guarantees equality before the legal system, while the independence of the judiciary ensures impartial justice. These features are considered unamendable, as they are essential for preserving the democratic and republican nature.

**222.** (A) Improvement in the salaries and training of police personnel.
The Ribot Commission, established in 1902 during the British colonial period, conducted a detailed study of the Indian police administration. One of its primary findings was that the effectiveness of the police force was hindered by poor pay, inadequate training, and low moral standards among lower ranks. Consequently, the commission recommended significant improvements in the salaries, working conditions, and professional training of police personnel. These reforms were aimed at creating a more disciplined and professional force for maintenance.

**223.** (D) The Planning Commission had the power to allocate funds, while NITI Aayog does not.
One of the most significant differences between the original Planning Commission and the NITI Aayog lies in their financial authority. The Planning Commission possessed the power to allocate central funds to state governments through the Five-Year Plans and development grants. In contrast, NITI Aayog was established as a strategic think tank and does not have the mandate to distribute financial resources. This

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authority has been transferred to the Ministry of Finance, allowing NITI Aayog to focus on policy.

**224.** (B) They hold office as long as they enjoy the confidence of the Lok Sabha.
In India's parliamentary democracy, the tenure of the Council of Ministers is not fixed for a specific number of years. While they are appointed by the President, their actual term depends on legislative support. According to the principle of collective responsibility, the Council of Ministers remains in power only as long as it enjoys the confidence or majority support of the members of the Lok Sabha. If the government loses a vote of confidence, the ministers must resign immediately.

**225.** (C) Scrutinizing executive rules made under powers delegated by Parliament.
The Committee on Subordinate Legislation is a specialized parliamentary body responsible for overseeing the use of delegated legislation. Often, the Parliament passes broad laws and authorizes the executive to frame detailed rules and regulations. The committee's role is to scrutinize these rules to ensure the executive has not exceeded the powers delegated to it by the legislature. This function is essential for maintaining legislative control over the administration and preventing the arbitrary exercise of power by departments.

**226.** (A) Testing the ethical and aptitude skills of candidates beyond just knowledge.
The introduction of the Civil Services Aptitude Test (CSAT) in the UPSC Preliminary examination was a part of significant reforms in the recruitment process. The primary goal was to broaden the scope of the assessment by testing candidates on their logical reasoning, decision-making, and ethical aptitude, in addition to general knowledge. This shift aimed to identify individuals possessing specific mental and analytical skills required for administrative roles. By focusing on aptitude, the reform sought practical problem-solving.

**227.** (B) In re the Berubari Union.
Under Article 143, the President can seek the Supreme Court's opinion on questions of public importance. In the landmark reference In re the Berubari Union, the court clarified that its advice is purely advisory and is not legally binding on the President. While the executive usually respects and follows judicial guidance, it is not constitutionally mandated to do so. This distinction maintains the separate spheres of the judiciary and the executive, ensuring final decision-making remains with the government.

**228.** (B) Store and share electronic copies of official documents.
DigiLocker is a key e-governance initiative under the Digital India program that provides citizens with a secure cloud-based platform for document management. It allows individuals to store, access, and share electronic copies of important official documents, such as driving licenses and identity cards. By eliminating the need for physical copies, DigiLocker reduces risk of loss and facilitates easier verification by government departments. This service promotes transparency, reduces paperwork, and enhances the convenience of accessing various public services.

**229.** (A) The reservation of 25% of higher posts for Indians.
The Royal Commission on Public Services in India, known as the Islington Commission, was established in 1912 to examine the recruitment and organization of the colonial bureaucracy. One of its key recommendations was to increase the representation of Indians in the higher civil services by reserving twenty-five percent of the superior posts for them. While this fell short of nationalist demands for complete Indianization, it represented a significant shift in British policy toward involving Indians in senior administrative management.

**230.** (C) Governor of the State.
Article 356 of the Indian Constitution allows for the imposition of President's Rule in a state if its constitutional machinery fails. This action is typically initiated when the Governor of the State submits a report to the President stating that the state government can no longer be carried on in accordance with the provisions of the Constitution. Based on this recommendation, the President can dismiss the state government and assume direct control, with the administration managed by the Governor.

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**188.** (C) Digital Empowerment of Citizens
The Digital India initiative is built on several key pillars intended to modernize the nation's technological landscape. These include providing digital infrastructure as a core utility and ensuring that governance and services are available on demand. While the program broadly aims for empowerment, the specific structural pillars are designed to create the necessary framework for a digitally savvy economy. By integrating technology into administration, the government seeks to improve service delivery and transparency while replacing manual administrative processing systems.

**189.** (D) Recommended a 50:50 ratio of British to Indian recruits in the ICS.
The Lee Commission of 1924 was a major milestone in the Indianization of the colonial bureaucracy. It addressed the growing demand for greater Indian representation in the superior civil services. The commission recommended that recruitment for the Indian Civil Service should aim for a 50:50 ratio between British and Indian candidates. This reform significantly increased the number of Indians in senior administrative positions and laid the groundwork for the eventual transition of the civil services to a completely indigenous cadre.

**190.** (C) Regulating Act, 1773.
The Regulating Act of 1773 is considered the first significant step toward the centralization of British administration in India. It designated the Governor of Bengal as the Governor-General of Bengal and placed the presidencies of Bombay and Madras under his control. This established a unified command over the Company's territorial possessions. By introducing parliamentary oversight and a centralized executive authority, the Act created the foundation for the administrative structure that would eventually govern the entire subcontinent under British rule.

**191.** (B) Either or both Houses of Parliament are not in session.
Under Article 123 of the Indian Constitution, the President has the power to promulgate ordinances, which have the same force as an Act of Parliament. However, this legislative power is intended for urgent situations and can only be exercised when at least one of the two Houses of Parliament is not in session. Once the Parliament reconvenes, the ordinance must be laid before both Houses and will expire after six weeks unless it is approved and converted into a regular law.

**192.** (D) Heading the PMO's administration and serving as the PM's chief advisor.
The Principal Secretary to the Prime Minister is the most senior official in the Prime Minister's Office and plays a pivotal role in national governance. This officer is responsible for heading the administrative machinery of the PMO and serves as the primary advisor to the Prime Minister on all policy and administrative matters. By coordinating between different ministries and overseeing high-priority government initiatives, the Principal Secretary ensures that the Prime Minister's agenda is effectively implemented across departments.

**193.** (A) Public Interest Litigation (PIL).
The rise of judicial activism in India is inextricably linked with the development of Public Interest Litigation. This legal innovation allows the higher judiciary to take a proactive role in addressing social grievances and protecting the fundamental rights of those who cannot access the legal system. By allowing petitions on behalf of the public interest, the courts have expanded their reach into governance and social justice, transforming the judiciary into a dynamic force for accountability and constitutional values.

**194.** (A) P-2, Q-1, R-4, S-3
Constitutional writs are essential remedies for protecting the rights of citizens. Habeas Corpus ensures the production of a detained person to test the legality of their custody. Mandamus is a command to a public authority to perform its legal duty. Prohibition is used by a higher court to prevent a lower court from exceeding its jurisdiction, while Certiorari is used to quash the order of an inferior court. These tools empower the judiciary to check administrative excesses.

**195.** (A) Maharashtra.
The institution of Lokayukta was established as a state-level ombudsman to investigate corruption and maladministration among public officials. Maharashtra became the first state in India to pass the necessary legislation and formally

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He introduced fundamental reforms to the administrative system of the East India Company, aiming to create a professional bureaucracy. Cornwallis established the Covenanted Civil Service, increased the salaries of officials, and prohibited them from engaging in private trade. These measures laid the foundation for the disciplined service that would eventually become the backbone of the administration.

**239.** (B) Military Department.
In the Mughal administration, the Mir Bakshi was one of the highest-ranking officials and served as the head of the military department. His responsibilities included the recruitment of soldiers, the inspection of troops, and the management of the mansab or ranking system for all military and civil officers. Although the Emperor remained the supreme commander, the Mir Bakshi played a crucial role in maintaining the strength and discipline of the army. He also provided intelligence and served as an advisor.

**240.** (C) United Kingdom.
The concept of a Citizen's Charter was first introduced in the United Kingdom in 1991 by the government of John Major. It was designed as a national program to improve the quality of public services and make them more responsive to the needs of the people. The charter emphasizes transparency, accountability, and the setting of clear standards for service delivery. This innovative model for public administration has since been adopted by many countries, including India, to empower citizens.

**241.** (C) Article 311.
Article 311 of the Indian Constitution provides essential legal safeguards to persons employed in civil capacities under the Union or a State. It stipulates that no civil servant can be dismissed or removed by an authority subordinate to their appointing authority. Furthermore, such an officer cannot be dismissed, removed, or reduced in rank without an inquiry where they are informed of the charges and given a reasonable opportunity to be heard. These provisions protect civil servants from arbitrary actions.

**242.** (A) 7.
The Public Accounts Committee is a joint committee of the Indian Parliament consisting of twenty-two members. To ensure a representative and balanced scrutiny of government spending, the committee includes fifteen members from the Lok Sabha and seven members from the Rajya Sabha. These members are elected annually from among their respective houses according to the principle of proportional representation. The PAC plays a critical role in financial oversight by examining the audit reports of the Comptroller and Auditor General.

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**243.** (B) 2005.
The Right to Information Act was enacted by the Indian Parliament in 2005, marking a historic shift toward transparency and citizen empowerment. This legislation grants every citizen the legal right to request and receive information from public authorities. By providing a formal mechanism for accessing government records, the RTI Act aims to reduce corruption, enhance accountability, and enable people to hold the administration responsible for its decisions. It has become a powerful tool for promoting participatory democracy and improving governance.

**244.** (B) Sarkaria Commission.
The Inter-State Council was established in 1990 under Article 263 of the Constitution to facilitate cooperation between the central and state governments. Its formation followed a key recommendation of the Sarkaria Commission on Centre-State Relations, which emphasized the need for a formal forum to resolve federal issues. Chaired by the Prime Minister and including all State Chief Ministers, the Council serves as a vital platform for cooperative federalism, allowing for consultation on matters of common interest across the country.

**245.** (C) President.
The Attorney General of India is the highest legal officer of the Union Government, appointed by the President under Article 76. Unlike many other high-ranking officials who have fixed terms, the Attorney General holds office during the pleasure of the President. This means that the individual can be removed from the post at any time by the President, typically acting on the advice of the Council of Ministers. The Attorney General represents the government in legal matters and provides authoritative advice.

**246.** (D) The Supreme Court of India.
The Supreme Court of India is widely recognized as the custodian or guardian of the Constitution. Its primary role is to interpret the constitutional provisions and ensure that they are upheld by all branches of government. Through its power of judicial review, the court can declare any law or executive action unconstitutional if it violates the fundamental principles or basic structure of the Constitution. This authority ensures that the supreme law is protected and fundamental rights are safeguarded against encroachment.

**247.** (B) Karnataka.
The Bhoomi project is a pioneering e-governance initiative that originated in the state of Karnataka. Launched in the late 1990s, the project involved the complete computerization of millions of land records, making them easily accessible to farmers and the public. By digitizing manual records, Bhoomi reduced corruption, eliminated the influence of middlemen, and allowed for faster processing of land-related transactions. This project became a national model for land record management in India, demonstrating the potential of technology.

**248.** (A) P-2, Q-1, R-4, S-3
The Indian Constitution establishes several key institutions to manage different aspects of governance. Article 280 provides for the Finance Commission to manage fiscal relations. Article 324 creates the Election Commission to ensure free and fair polling. Article 315 establishes the Union Public Service Commission for merit-based recruitment to the civil services. Article 76 provides for the Attorney General of India to serve as the government's highest legal advisor. These articles define the framework for independent bodies that maintain administrative integrity.

**249.** (C) The Prime Minister of India.
The National Development Council was the apex body for coordinating planning and development policies between the Union and the States. Its ex-officio Chairperson was the Prime Minister of India, which ensured that the council's deliberations had the highest level of political support and authority. By heading the NDC, the Prime Minister facilitated the approval of Five-Year Plans through a consultative process involving all State Chief Ministers and central cabinet members. This arrangement was fundamental to cooperative planning.

**250.** (A) First Administrative Reforms Commission (1966).
The concept of an independent anti-corruption ombudsman was first formally recommended in India by the First Administrative Reforms Commission in 1966. Chaired initially by Morarji Desai, the commission suggested the creation of two institutions: the Lokpal at the center and Lokayuktas in the states. These bodies were intended to investigate complaints from citizens regarding the misuse of power and corruption by public officials. This landmark recommendation eventually led to the development of the Lokpal and Lokayuktas Act.

**251.** (B) The creation of a systematic, centralized apparatus with an integrated civil-military system.
The Mughal administration introduced a highly structured and centralized governance framework that significantly influenced India's historical trajectory. Central to this system was the Mansabdari arrangement, which effectively merged civil and military responsibilities within a single bureaucratic hierarchy. This approach established a robust method for managing state finances and territorial control throughout the expansive Mughal imperial era.

**252.** (A) The creation of a rule-oriented, hierarchical bureaucracy and the Secretariat system.
The British colonial period fundamentally reshaped Indian administration by establishing the direct foundations of its modern bureaucratic machinery. Key features included the Secretariat system and a rule-oriented, hierarchical structure designed for imperial oversight. Furthermore, the codification of laws and the principle of the rule of law became permanent fixtures, providing a structured framework for post-independence governance.

**253.** (C) The post-independence framework retained many British structures but aimed to repurpose them.
India's post-1947 administrative framework represents a calculated evolution rather than a total rupture from colonial rule. While the new constitutional structure aimed to promote

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democracy and national development, it deliberately preserved many established British systems. This strategic continuity allowed the nascent state to utilize an existing hierarchical bureaucracy while simultaneously reorienting its purpose toward serving the public.

**254.** (D) The All India Services.
The All India Services are traditionally referred to as the 'steel frame' due to their critical role in maintaining administrative stability across the nation. This unique system provides a permanent bureaucratic layer that bridges the gap between the Union and the States. By ensuring a uniform standard of governance, these services uphold the continuity and integrity of the country.

**255.** (C) An amalgamation of influences from Ancient, Mughal, and British periods.
Modern Indian administration is the culmination of various historical influences that have converged over several centuries. It integrates ancient traditions of local governance, Mughal concepts of centralized revenue management, and British models of hierarchical bureaucracy. This complex synthesis results in a contemporary system where historical continuity and purposive change coexist to meet the diverse needs of a democratic society.

**256.** (B) The collective responsibility of the government to the Parliament.
The parliamentary system in India is defined by a deep interconnection between the executive and legislative branches of government. A vital element of this arrangement is the collective responsibility of the Council of Ministers to the Lok Sabha. This ensures that the executive remains accountable to the representatives of the people, thereby maintaining democratic oversight over government actions.

**257.** (D) The Constitution contains provisions that favour the Union government's power over the States.
The Indian Constitution is often described as quasi-federal because it incorporates specific provisions that significantly strengthen the Union government. These features, such as the office of the Governor and President's Rule, allow the centre to exercise considerable influence over the states. This deliberate design aims to safeguard national unity while maintaining the essential characteristics of a federal political structure.

**258.** (A) To uphold the constitutional division of powers between the Union and States.
Within a federal framework, the presence of an independent judiciary is essential for maintaining the constitutional balance of power. The judiciary serves as a neutral arbiter, resolving disputes that arise between the Union and the States regarding their respective jurisdictions. By upholding the supreme law of the land, it ensures that all government levels respect the established division of powers.

**259.** (C) The mechanism of Public Interest Litigation.
While several constitutional mechanisms contribute to a unitary bias by empowering the central government, Public Interest Litigation is not among them. Instead, this judicial innovation serves to broaden access to justice for marginalized citizens rather than shifting the balance of federal power. It functions as a tool for social accountability and the protection of fundamental rights across the country.

**260.** (A) To balance national integrity with regional diversity.
The unique combination of parliamentary and federal features in India was specifically designed to address the country's immense regional diversity. By creating a strong central authority alongside state governments, the founders aimed to ensure national integrity while allowing for local aspirations. This strategic blend balances the need for a unified state with the recognition of various cultural identities.

**261.** (D) With the Prime Minister, who is the head of the government.
In the Union Government, executive authority is divided between formal and real power centers to ensure political accountability. While the President serves as the constitutional head, the Prime Minister exercises the actual executive functions as the head of government. This distinction ensures that the person leading the administration is directly tied to the political mandate received from the people's representatives.

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**262.** (B) The President is constitutionally required to act on the advice of the Council of Ministers.
The President of India occupies a constitutional position that is primarily symbolic, representing the dignity and continuity of the state. Although all executive actions are taken in the President's name, the holder of this office must act according to the aid and advice of the Council of Ministers. This arrangement ensures that actual decision-making power remains with the elected government.

**263.** (C) The entire Council of Ministers is jointly accountable to the Lok Sabha for its decisions.
Collective responsibility is a fundamental principle of the parliamentary system which mandates that the Council of Ministers acts as a unified team. This means the entire group is jointly accountable to the Lok Sabha for every policy and decision made. If the legislature expresses a lack of confidence in the government, the whole cabinet is required to resign immediately.

**264.** (D) To serve as an intermediary and primary communication link between them.
The Prime Minister holds a central position in the executive structure, serving as the bridge between the constitutional head and the cabinet. As the primary channel of communication, the Prime Minister keeps the President informed about all administrative affairs and legislative proposals. This role ensures that the formal head of state and the actual decision-making body remain effectively and consistently linked.

**265.** (A) Ensure formal authority is balanced by political accountability.
The organizational structure of the Union Executive is carefully crafted to balance formal authority with democratic responsibility. By distributing roles among the President, Prime Minister, and Council of Ministers, the system prevents the concentration of absolute power in any single individual. This tripartite arrangement ensures that government actions are always subject to constitutional checks and a high degree of accountability.

**266.** (B) To serve as the main apparatus for policy formulation and implementation support for ministries.
The Central Secretariat acts as the indispensable administrative heart of the Union Government, comprising various ministries and departments. Its primary purpose is to assist ministers in the complex task of policy formulation by providing essential data and logistical support. Additionally, it plays a vital role in ensuring that cabinet decisions are effectively translated into concrete actions and implemented across the country.

**267.** (B) Providing secretarial assistance to the Cabinet and ensuring inter-ministerial coordination.
The Cabinet Secretariat occupies a strategic position at the apex of the administrative hierarchy, directly supporting the collective decision-making process. Unlike ministries that focus on specific sectors, this body ensures inter-ministerial coordination and provides secretarial assistance to the Cabinet and its committees. It serves as a clearinghouse for policy proposals, ensuring they are properly vetted before being considered by the cabinet.

**268.** (A) The senior-most civil servant, known as the Cabinet Secretary.
The Cabinet Secretariat is led by the Cabinet Secretary, who is the highest-ranking civil servant in the Indian administrative system. This official provides continuity and professional expertise to the government, acting as a link between the political executive and the permanent bureaucracy. The position is crucial for ensuring that the administrative machinery functions smoothly and remains responsive to governmental priorities.

**269.** (C) The increasing concentration of authority and focus on the Prime Minister's role.
The growth of the Prime Minister's Office indicates a transition toward a more centralized model of governance where the Prime Minister is the primary focus. This evolution reflects the increasing complexity of modern administration and the need for a dedicated staff agency to support the leader's strategic role. Consequently, the office has become a significant hub for governmental control and coordination.

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**270.** (D) The PMO is designed to provide staff support to the Prime Minister, not to supplant ministries.
The Prime Minister's Office is established as a specialized staff agency intended to provide direct secretarial and advisory assistance to the Prime Minister. While it has become highly influential, its official purpose is to support the head of government rather than to take over the specific functions of individual ministries. It facilitates coordination and manages the Prime Minister's official and public duties.

**271.** (C) The Parliament.
Parliament is the primary institution through which the executive branch is held accountable for its actions and policies in a democracy. Through various legislative procedures, it scrutinizes the government's performance and ensures that public resources are used effectively. This oversight ensures that the administration remains responsive to the will of the people as expressed through their elected representatives in the legislature.

**272.** (B) Legislative accountability.
Question hour, no-confidence motions, and various parliamentary committees are essential tools used by the legislature to monitor the executive branch. These mechanisms allow for detailed scrutiny of governmental decisions and provide a platform for representatives to demand explanations for administrative failures. Collectively, these instruments form the backbone of legislative accountability, ensuring that the government does not act without public oversight.

**273.** (D) It is an internal mechanism based on hierarchical control within the administration.
Executive accountability functions as an internal system of checks within the administrative hierarchy to ensure efficiency and discipline. Subordinate officials are required to report to their superiors, ensuring that all actions align with established rules and organizational goals. This vertical structure of responsibility is vital for the smooth operation of government departments and the effective implementation of public policy.

**274.** (A) Scrutinize the constitutionality of legislative and executive actions.
Judicial review is a powerful constitutional mechanism that allows the courts to evaluate the legality of actions taken by other government branches. By examining whether laws or executive orders align with constitutional principles, the judiciary prevents the arbitrary exercise of power. This function is essential for maintaining the supremacy of the constitution and protecting citizens against potential overreach by the state.

**275.** (C) To prevent the arbitrary exercise of power and ensure public officials are answerable.
The tripartite accountability system, involving the legislature, executive, and judiciary, is designed to ensure that no single branch of government exercises unchecked power. By making public officials answerable for their conduct, the framework prevents the arbitrary use of authority. Ultimately, this comprehensive network of oversight protects democratic values and ensures that governance remains transparent and responsive to the needs of society.

**276.** (A) To act as ombudsman-like bodies to inquire into corruption allegations.
The Lokpal and Lokayuktas are independent institutions designed to function as ombudsmen to investigate corruption complaints against public officials. By providing a specialized mechanism to address grievances related to administrative malfeasance, they enhance transparency and integrity in the public sector. These bodies have the authority to inquire into the conduct of high-level political figures and civil servants to ensure accountability.

**277.** (D) Advisory and supervisory in the domain of vigilance administration.
The Central Vigilance Commission serves as the premier institution for ensuring integrity within the various departments of the Union Government. Unlike the Lokpal, which has a broad mandate to investigate corruption, the commission's primary role is to supervise vigilance administration and provide advisory support. This focus helps prevent corruption and maintain high ethical standards within the federal bureaucracy.

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**294.** (B) To serve as a forum for centre-state deliberation and approval of plans.
The National Development Council served as a critical forum for high-level deliberation between the Union and the States under the previous planning system. It brought together the Prime Minister, central ministers, and all Chief Ministers to review and approve the Five-Year Plans. This body was essential for securing state cooperation and ensuring that national development strategies had broad political support.

**295.** (C) A more collaborative and advisory role in guiding development.
The transition from the Planning Commission to NITI Aayog signifies a major shift toward a more collaborative and advisory style of governance. This move abandons the rigid, centralized planning model in favor of a system that emphasizes strategic guidance and technical expertise. It reflects an evolving economic philosophy that values the active participation of states and a more flexible development approach.

**296.** (D) To enable courts to scrutinize and invalidate unconstitutional laws and executive actions.
Judicial review is a vital constitutional power that allows the courts to maintain the supremacy of the Constitution over the legislative and executive branches. By scrutinizing laws and executive orders, the judiciary can invalidate any action that is found to be unconstitutional. This mechanism serves as a check against the arbitrary exercise of power and protects the fundamental rights of citizens.

**297.** (A) It has democratized access to justice for marginalized groups.
Public Interest Litigation has transformed the Indian legal landscape by allowing concerned individuals or organizations to seek justice on behalf of those unable to do so themselves. This innovation has significantly democratized access to the courts, especially for marginalized and disadvantaged groups. By broadening the scope of who can file petitions, it has made the judiciary more responsive to social issues.

**298.** (B) Functioning as a guardian of the Constitution and fundamental rights.
Maintaining an independent judiciary is essential for the effective protection of fundamental rights and the preservation of constitutional values in a democracy. This independence allows the Supreme Court and High Courts to act as impartial guardians against potential overreach by the legislature or executive. It ensures that the rule of law is upheld without fear or favor from the political administration.

**299.** (B) Issues like delays, backlogs, and the need for greater efficiency and accountability.
The ongoing discourse regarding judicial and police reforms is focused on addressing systemic issues that hinder the efficiency and accountability of these institutions. Key concerns include reducing significant case backlogs, minimizing judicial delays, and improving the overall quality of justice and law enforcement. These reforms are essential for modernizing the system and ensuring it meets the expectations of a democratic society.

**300.** (A) To modernize operations and improve service delivery.
E-Governance initiatives are being integrated into the judicial and police systems to modernize their operations and improve the delivery of public services. By utilizing digital technologies, these institutions aim to increase transparency, streamline administrative processes, and make justice more accessible to citizens. These efforts are crucial for enhancing the efficiency and responsiveness of the legal and law enforcement framework.

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**286.** (D) They are recruited by the Union but members serve under both Union and State governments.
All India Services possess a unique dual control structure where recruitment is conducted by the Union Government, but officers serve in cadres belonging to different states. This arrangement allows members to work under both central and provincial administrations. Such a design is intended to foster national integration and ensure that high administrative standards are maintained uniformly throughout the country.

**287.** (C) Conduct merit-based recruitment for All India and Central Services.
The Union Public Service Commission is a constitutional body tasked with the essential function of conducting fair and merit-based recruitment for the All India and Central Services. By using open competition, it ensures that only the most capable individuals are selected for the civil service. This independence protects the recruitment process from political pressure, maintaining the integrity and quality of administration.

**288.** (B) Central Services personnel serve exclusively under the Union Government.
Central Services are distinguished from All India Services by their specific focus on matters under the exclusive jurisdiction of the Union Government. Members of these services are recruited to work within functional departments and serve only under the central authority. Unlike the dual-cadre system of the All India Services, their roles and responsibilities are confined to the administration of federal subjects.

**289.** (D) Ensure the selection process is merit-based and free from undue influence.
Independent recruitment bodies like the Union Public Service Commission and State Public Service Commissions are established to uphold the principle of merit in civil service appointments. Their primary purpose is to insulate the selection process from political interference or other undue influences. By ensuring a transparent and competitive environment, these agencies help build a professional and impartial bureaucratic workforce.

**290.** (A) To promote national unity and uniform administrative standards.
The dual control structure of the All India Services is strategically designed to promote national unity and maintain uniform administrative standards across the Indian federation. By having officers serve in both the Union and State governments, the system facilitates better coordination and shared governance. This arrangement ensures that the administrative machinery remains cohesive while still being responsive to the specific needs of various states.

**291.** (C) To formulate centralized Five-Year Plans for the country's development.
The Planning Commission was established as the central authority for guiding India's development through a series of comprehensive Five-Year Plans. Operating with a top-down approach, it formulated national priorities and determined the allocation of resources for various sectors. This centralized model aimed to achieve systematic economic growth and social progress across the entire country during its decades of operation.

**292.** (A) Policy 'Think Tank' to foster cooperative federalism.
NITI Aayog was established as a modern policy think tank to replace the centralized planning model with a more collaborative approach. Its primary role is to provide strategic and technical advice to both the central and state governments. By fostering cooperative federalism, it involves states directly in the policy formulation process, aiming to create a shared vision for national development.

**293.** (D) The NITI Aayog emphasizes cooperative federalism and acts as a think tank, unlike the centralized Planning Commission.
A fundamental difference between the two planning bodies is their approach to federal relations and policy formulation. While the Planning Commission followed a centralized, top-down model with significant financial powers, NITI Aayog operates as an advisory think tank. NITI Aayog emphasizes a bottom-up approach and cooperative federalism, seeking to involve states as equal partners in shaping the nation's development trajectory.

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S. District Collector

List II: (Role)

1. Head of Government
2. Head of State
3. Head of District Administration
4. Head of State Civil Service

Choose the correct answer from the options given below:

(A) P-2, Q-1, R-4, S-3
(B) P-1, Q-2, R-3, S-4
(C) P-2, Q-4, R-1, S-3
(D) P-3, Q-1, R-4, S-2

**10.** All of the following are functions of the District Collector EXCEPT:

(A) Presiding over the State Legislative Assembly.
(B) Acting as the District Magistrate.
(C) Acting as the principal revenue officer of the district.
(D) Coordinating the activities of various government departments in the district.

**11.** Which of the following statements about Autonomous District Councils (ADCs) is correct?

(A) They are administrative bodies established across all Indian districts for governance.
(B) They were created specifically under the mandates of the 73rd Amendment Act.
(C) They are the principal bodies responsible for overseeing all state-level elections.
(D) They are provided under the Sixth Schedule for tribal area administration.

**12.** Consider the following statements regarding the Governor's role:

1. The Governor appoints the Chief Minister.
2. The Governor can reserve a bill for the consideration of the President.
3. The Governor has no discretionary powers.
4. The Governor is the Chancellor of state universities.

Which of the above statement(s) is/are correct?

(A) 1, 2 and 3 only
(B) 1, 2 and 4 only
(C) 2, 3 and 4 only
(D) 1, 3 and 4 only

**13.** The "changing role" of the District Collector primarily signifies a shift from:

(A) a focus on judicial functions to a system of purely administrative functions.
(B) a focus on development activities to an emphasis on law and order duties.
(C) a focus on regulatory functions to developmental and welfare activities.
(D) a focus on revenue collection to a priority on urban infrastructure tasks.

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**14.** The District Rural Development Agency (DRDA) is primarily responsible for:

(A) the formulation of state-level rural policies.
(B) the construction of national highways in rural areas.
(C) the judicial administration in the district.
(D) the supervision of government anti-poverty programmes.

**15.** Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Choose the correct option:

**Assertion (A) :** The State Legislature is the supreme law-making body of the state.

**Reason (R) :** The Governor's assent is not required for a bill to become a law in the state.

(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**16.** What is the concept of a Commissionerate system in state administration?

(A) A system where a group of commissioners heads the State Secretariat.
(B) A system of police administration in large cities headed by a Commissioner of Police.
(C) A revenue administration system headed by a Revenue Commissioner.
(D) A system where development activities are headed by a Development Commissioner.

**17.** The evolution of local governance in India gained significant momentum after the recommendations of which committee?

(A) Sarkaria Committee
(B) Balwant Rai Mehta Committee
(C) Punchhi Committee
(D) Kothari Committee

# CHAPTER 04

# State & Local Administration

**1.** Who is the constitutional head of the state executive?
(A) The Chief Minister
(B) The Governor
(C) The Chief Secretary
(D) The President of India

**2.** The Council of Ministers in a state is collectively responsible to which of the following?
(A) The State Legislative Assembly
(B) The Governor of the State
(C) The Chief Minister of the State
(D) The State Legislative Council

**3.** Given below are two statements:
**Statement I :** The Governor has the power to promulgate ordinances when the State Legislature is not in session.
**Statement II :** An ordinance promulgated by the Governor has the same force and effect as an act of the State Legislature.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**4.** Which of the following best describes the role of the State Secretariat?
(A) It is the primary agency for the execution of state government policies at the field level.
(B) It is a judicial body that resolves disputes between government departments.
(C) It is responsible for conducting elections to the State Legislature.
(D) It is the chief advisory body to the state government for policy formulation.

**5.** Which of the following is an incorrect statement regarding the powers of the Chief Minister?
(A) The Chief Minister allocates and reshuffles portfolios among the ministers.
(B) The Chief Minister can recommend the dissolution of the Legislative Assembly.
(C) The Chief Minister appoints the members of the State Public Service Commission.
(D) The Chief Minister presides over the meetings of the Council of Ministers.

**6.** Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Choose the correct option:
**Assertion (A) :** The Chief Secretary is considered the head of the civil services in a state.
**Reason (R) :** The Chief Secretary is the principal advisor to the Chief Minister and the Council of Ministers on all matters of administration.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**7.** The executive power of the State is vested in the:
(A) Chief Minister
(B) State Legislature
(C) Chief Secretary
(D) Governor

**8.** What is the primary distinction between a Directorate and the State Secretariat?
(A) The Secretariat formulates policy, while the Directorate implements it.
(B) The Directorate formulates policy, while the Secretariat implements it.
(C) The Secretariat is a political body, while the Directorate is a permanent executive.
(D) There is no functional distinction between the two.

**9.** Match List-I with List-II regarding the State Administration:
List I: (Official)
P. Governor
Q. Chief Minister
R. Chief Secretary

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**278.** (B) The Union level.
The Lokpal is established as the apex ombudsman institution operating specifically at the Union level to address corruption allegations against central public functionaries. It complements the Lokayuktas, which perform similar functions within individual states. By investigating high-level officials, the Lokpal serves as a critical component of the national framework aimed at promoting clean governance and restoring public trust in administrative processes.

**279.** (C) Enhance transparency, combat corruption, and redress citizen grievances.
The primary objective of institutions like the Lokpal, Lokayukta, and Central Vigilance Commission is to strengthen the country's accountability framework. By focusing on combating corruption and redressing citizen grievances, they aim to make the administration more transparent and responsive. These bodies work together to ensure that public officials maintain high ethical standards and remain answerable for any administrative misconduct.

**280.** (D) They oversee specific sectors of the economy or administration.
Regulatory authorities are specialized bodies established to oversee and manage specific sectors of the economy or public administration, such as telecommunications or insurance. They ensure that these sectors operate fairly, efficiently, and in accordance with established rules and standards. By monitoring service providers and protecting consumer interests, these agencies contribute significantly to the overall accountability and transparency of the system.

**281.** (A) The conflict between the democratic mandate of politicians and the expected neutrality of civil servants.
The relationship between elected politicians and permanent civil servants is often strained by the conflicting demands of democratic mandates and administrative neutrality. While politicians represent the changing will of the electorate, civil servants are expected to provide objective, non-partisan advice and implementation. This inherent tension arises from concerns about potential political interference in professional administration versus the unresponsiveness of the bureaucracy.

**282.** (B) To provide objective advice and implement policies with neutrality.
In a healthy democratic system, civil servants are expected to function as a non-partisan, permanent executive that supports the elected leadership. Their ideal role involves providing frank and objective advice based on professional expertise while remaining neutral in political matters. Once a policy is decided by the politicians, the civil service must implement it efficiently, regardless of their personal political views.

**283.** (B) Whether top administrative posts should be held by administrators with broad experience or by domain experts.
The debate between generalists and specialists focuses on whether top administrative positions should be held by individuals with broad management experience or domain experts. Generalists argue that wide-ranging exposure is necessary for effective leadership across diverse departments. Conversely, specialists believe that modern governance requires deep technical knowledge in fields like medicine or economics to make informed policy decisions.

**284.** (A) They have broad administrative experience and coordinative abilities.
Supporters of the generalist tradition argue that top administrative roles require individuals with extensive experience in various government functions and strong coordinative skills. They believe that a broad perspective is essential for managing complex organizational structures and integrating different policy areas. This approach emphasizes the value of versatile leadership and the ability to navigate the political-administrative interface across diverse governmental sectors.

**285.** (C) Are central to discussions about improving administrative reform and efficiency.
Discussions surrounding politician-civil servant relations and the generalist-specialist debate are vital because they directly impact the effectiveness of the administrative system. These issues are central to ongoing efforts to reform the bureaucracy and enhance its efficiency in a complex governance environment. Addressing these tensions is necessary for creating a more responsive and capable administration that can effectively meet national development goals.

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**18.** Consider the following statements about the functions of the Chief Secretary:
1. Acts as the secretary to the state cabinet.
2. Is the chief advisor to the Governor.
3. Heads the State Secretariat.
4. Exercises control over the entire state civil service.
5. Is directly elected by the people.

Which of the above statement(s) is/are correct?
(A) 1, 2 and 3 only
(B) 1, 3 and 4 only
(C) 2, 4 and 5 only
(D) 1, 3, 4 and 5 only

**19.** The 73rd Constitutional Amendment Act provides for a three-tier system of Panchayati Raj for states with a population exceeding:
(A) 10 lakhs
(B) 30 lakhs
(C) 20 lakhs
(D) 50 lakhs

**20.** Given below are two statements:
**Statement I :** The State Election Commission is a constitutional body.
**Statement II :** The State Election Commission is responsible for conducting elections to both the State Legislature and Panchayati Raj Institutions.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**21.** The main purpose of establishing the State Finance Commission is to:
(A) prepare the annual budget of the state.
(B) audit the accounts of the state government.
(C) review the financial position of the Panchayats and make recommendations.
(D) control the expenditure of the state government departments.

**22.** Arrange the following events related to local governance in chronological order:
1. Enactment of the 73rd Constitutional Amendment Act.
2. Submission of the Balwant Rai Mehta Committee report.
3. Submission of the Ashok Mehta Committee report.
4. Launch of the Community Development Programme.

Choose the correct answer from the options given below:
(A) 4, 2, 3, 1
(B) 2, 4, 3, 1
(C) 4, 3, 2, 1
(D) 1, 3, 2, 4

**23.** The District Planning Committee (DPC) is mandated by which constitutional amendment?
(A) 72nd Amendment Act
(B) 73rd Amendment Act
(C) 42nd Amendment Act
(D) 74th Amendment Act

**24.** Which of the following constitutes the Gram Sabha?
(A) All persons registered in the electoral rolls relating to a village.
(B) All elected members of the Gram Panchayat.
(C) All adult citizens of the village.
(D) All residents of the village above the age of 21.

**25.** Match List-I with List-II regarding the structure of Panchayati Raj:
List I: (Tier)
P. District Level
Q. Block Level
R. Village Level
S. Electorate Body
List II: (Institution)
1. Panchayat Samiti
2. Gram Sabha
3. Zila Parishad
4. Gram Panchayat

Choose the correct answer from the options given below:
(A) P-3, Q-1, R-4, S-2
(B) P-1, Q-3, R-4, S-2
(C) P-3, Q-4, R-1, S-2
(D) P-2, Q-1, R-4, S-3

**26.** The head of the Panchayat Samiti is often known as the:
(A) Pramukh
(B) Sarpanch
(C) Adhyaksha
(D) Mayor

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(A) The decline in the population of cities.
(B) The process of making rural areas more city-like.
(C) The increasing proportion of a country's population living in urban areas.
(D) The expansion of agricultural activities into cities.

**62.** Which of these is NOT a type of urban local government mentioned in the 74th Amendment Act?
(A) Municipal Council
(B) Nagar Panchayat
(C) Municipal Corporation
(D) Town Area Committee

**63.** Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Choose the correct option:
**Assertion (A) :** The 74th Constitutional Amendment Act mandates the constitution of Ward Committees in municipalities with a population of three lakhs or more.
**Reason (R) :** Ward Committees are intended to bring governance closer to the people and facilitate citizen participation in local affairs.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**64.** If a Panchayat is dissolved before the expiration of its duration, an election to constitute the new Panchayat must be completed:
(A) within a period of one year.
(B) before the expiration of a period of six months from the date of its dissolution.
(C) along with the next general assembly elections.
(D) within a period of three months from the date of its dissolution.

**65.** The 12th Schedule of the Constitution, added by the 74th Amendment, contains how many functional items for municipalities?
(A) 29 items
(B) 18 items
(C) 11 items
(D) 21 items

**66.** Which body is responsible for supervising the work of the Gram Panchayats within a block?
(A) The Panchayat Samiti
(B) The Zila Parishad
(C) The District Collector
(D) The State Government

**67.** The concept of "personnel administration" in local governance deals with all the following EXCEPT:
(A) Recruitment of staff
(B) Training and capacity building
(C) Setting of property tax rates
(D) Promotion and disciplinary action

**68.** What distinguishes a 'Municipal Council' from a 'Municipal Corporation'?
(A) A Council has an elected head, while a Corporation has an appointed head.
(B) A Council is established by a state act, while a Corporation is established by a central act.
(C) A Council is only an advisory body, while a Corporation has executive powers.
(D) A Council governs a smaller urban area, while a Corporation governs a larger urban area.

**69.** Arrange the following local government structures from the lowest tier to the highest tier in the rural context:
1. Zila Parishad
2. Gram Panchayat
3. Panchayat Samiti

Choose the correct answer from the options given below:
(A) 2, 3, 1
(B) 1, 3, 2
(C) 2, 1, 3
(D) 3, 2, 1

**70.** Given below are two statements:
**Statement I :** The Governor's discretionary powers are explicitly listed and limited in the Constitution.
**Statement II :** The Governor's exercise of discretionary power cannot be challenged in any court of law.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.

(A) Mayor
(B) Chairperson
(C) President
(D) Municipal Commissioner

**37.** Given below are two statements:
**Statement I :** The Mayor of a Municipal Corporation is the political head of the corporation.
**Statement II :** The Municipal Commissioner is an appointed official, usually from the civil services, and acts as the chief executive officer.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**38.** Which of the following is a primary source of finance for urban local bodies?
(A) Grants from international financial institutions.
(B) Property tax, octroi, and user charges.
(C) Direct share in the Goods and Services Tax (GST).
(D) Foreign direct investment.

**39.** The concept of 'Metropolitan Governance' is most relevant for:
(A) small towns with a population of less than one lakh.
(B) all state capitals irrespective of their size.
(C) rural areas adjoining major cities.
(D) large urban agglomerations with a population of one million or more.

**40.** Reforms in urban governance related to 'Solid Waste Management' primarily focus on:
(A) scientific processing, recycling, and disposal of waste.
(B) increasing the number of landfills in cities.
(C) outsourcing waste collection to international companies.
(D) imposing heavy fines on citizens for waste generation.

**41.** Match List-I with List-II concerning Urban Governance Reforms:
List I: (Scheme/Mission)
P. AMRUT
Q. Smart Cities Mission
R. Solid Waste Management Rules, 2016
S. 74th CAA
List II: (Primary Focus)
1. Constitutional status to ULBs
2. Core infrastructure and amenities
3. Sustainable and citizen-friendly urban development
4. Source segregation of waste
Choose the correct answer from the options given below:
(A) P-1, Q-2, R-3, S-4
(B) P-2, Q-3, R-4, S-1
(C) P-3, Q-4, R-1, S-2
(D) P-2, Q-1, R-4, S-3

**42.** The full form of AMRUT, a key urban reform mission, is:
(A) Atal Mission for Rejuvenation and Urban Transformation.
(B) Advanced Mission for Rural and Urban Transit.
(C) Atal Mission for Urban Renewal and Technology.
(D) Advanced Municipal Rejuvenation and Urban Trust.

**43.** Which of the following statements about the 'Smart Cities Mission' is INCORRECT?
(A) It is a centrally sponsored scheme.
(B) It aims to develop 100 cities across the country.
(C) It promotes development through 'Area Based Development' and 'Pan-city' solutions.
(D) The mission provides a standardized blueprint for every city to follow.

**44.** Consider the following types of urban local bodies in India:
1. Municipal Corporation
2. Zila Parishad
3. Nagar Panchayat
4. Municipal Council
Which of the above are constituted under the framework of the 74th Amendment Act?
(A) 1 and 2 only
(B) 1, 3 and 4 only
(C) 2, 3 and 4 only
(D) 1, 2, 3 and 4

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(A) only officials appointed by the state government.
(B) councillors directly elected by the people, along with some nominated persons.
(C) only the Members of Parliament from the city.
(D) all residents of the city who are above 18 years of age.

**97.** Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Choose the correct option:
**Assertion (A) :** Metropolitan governance is complex due to the presence of multiple local bodies and special purpose agencies operating within the same region.
**Reason (R) :** The 74th Amendment provides for the creation of Metropolitan Planning Committees to address the need for integrated planning.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**98.** Which of the following is NOT a typical function of a Municipal Corporation?
(A) Conducting elections for the State Legislative Assembly.
(B) Urban planning including town planning.
(C) Regulation of land-use and construction of buildings.
(D) Public health, sanitation, and solid waste management.

**99.** The core idea behind the 'Smart Cities Mission' is to:
(A) provide Wi-Fi hotspots in all Indian cities.
(B) build entirely new cities with advanced technology.
(C) apply smart solutions to improve life and sustainable development.
(D) replace all existing urban infrastructure with new ones.

**100.** AMRUT mission primarily focuses on:
(A) developing heritage sites in cities.
(B) creating smart surveillance systems in all urban areas.
(C) promoting large-scale industrialization within city limits.
(D) providing water, sewerage, and transport to improve urban life quality.

**101.** Arrange the following administrative concepts in the order of their typical evolution in district administration:
1. Development Administration
2. Regulatory Administration (Law & Order, Revenue)
3. Disaster Management
4. Facilitator of Citizen Services

Choose the correct answer from the options given below:
(A) 1, 2, 3, 4
(B) 2, 1, 4, 3
(C) 2, 3, 1, 4
(D) 4, 3, 2, 1

**102.** Given below are two statements regarding the Commissionerate system:
**Statement I :** A key feature of the Commissionerate system of police administration is that the District Magistrate retains control over the city police force.
**Statement II :** In the Commissionerate system, the Commissioner of Police is vested with the powers of an Executive Magistrate.
Which of the above statement(s) is/are correct?
(A) Statement I is true, Statement II is false
(B) Statement I is false, Statement II is true
(C) Both are true
(D) Both are false

**103.** Given below are two statements:
**Statement I :** The State Secretariat is considered a 'staff' agency.
**Statement II :** Directorates are considered 'line' agencies.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**104.** Consider the following statements regarding the powers and functions of the Chief Minister:
1. He is the chairman of the State Planning Board.
2. He is the principal channel of

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(C) project-based and targeted implementation.
(D) judicial oversight of development.

**54.** Consider the following statements about the Zila Parishad:
1. It is the apex body of the Panchayati Raj system at the district level.
2. The Members of Parliament and Members of State Legislature of the district are its members.
3. It is primarily an advisory and coordinating body.
4. It has the power to legislate for the entire state.
5. Its Chairperson is directly elected by all voters in the district.

Which of the above statement(s) is/are correct?
(A) 1, 2 and 3 only
(B) 1, 4 and 5 only
(C) 2, 3 and 4 only
(D) 1, 2, 3, 4 and 5

**55.** Who among the following can participate in the meetings of a Gram Sabha?
(A) Only the Sarpanch and Ward Members.
(B) Only government officials working in the village.
(C) Only the heads of households in the village.
(D) Every person whose name is in the voter list of the Panchayat area.

**56.** The primary purpose of the 73rd and 74th Amendments was to:
(A) promote democratic decentralization and empower local self-governments.
(B) increase the powers of the central government.
(C) create a new tier of government at the regional level.
(D) reduce the number of states in India.

**57.** Match List-I with List-II regarding Constitutional provisions for local governance:
List I: (Subject)
P. Constitution of Panchayats
Q. Constitution of Municipalities
R. State Finance Commission
S. State Election Commission
List II: (Article)
1. Article 243-I & 243-Y
2. Article 243-K & 243-ZA
3. Article 243-B
4. Article 243-Q

Choose the correct answer from the options given below:
(A) P-3, Q-4, R-1, S-2
(B) P-4, Q-3, R-1, S-2
(C) P-3, Q-4, R-2, S-1
(D) P-4, Q-3, R-2, S-1

**58.** One of the key objectives of the social audit component in MGNAREGA is to:
(A) ensure transparency and accountability in the implementation of the programme.
(B) assess the financial profitability of the works undertaken.
(C) evaluate the technical skills of the workers.
(D) select the types of public works to be undertaken.

**59.** What is the most significant difference between a Gram Panchayat and a Panchayat Samiti?
(A) A Gram Panchayat has taxation powers, while a Panchayat Samiti does not.
(B) The head of a Gram Panchayat is appointed, while the head of a Panchayat Samiti is elected.
(C) A Gram Panchayat is a temporary body, while a Panchayat Samiti is a permanent body.
(D) A Gram Panchayat operates at the village level, while a Panchayat Samiti operates at the intermediate/block level.

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**60.** Consider the following statements regarding the State Election Commissioner:
1. He is appointed by the Governor of the state.
2. He can be removed from office in the same manner as a Judge of a High Court.
3. He is responsible for preparing electoral rolls for Panchayat elections.
4. His conditions of service can be varied to his disadvantage after his appointment.

Which of the above statement(s) is/are correct?
(A) 1, 2 and 3 only
(B) 2, 3 and 4 only
(C) 1, 3 and 4 only
(D) 1 and 2 only

**61.** What does the term "growth of urbanization" refer to in the context of administrative structures?

**27.** Which of the following is NOT a function typically assigned to a Gram Panchayat?
(A) Maintenance of community assets.
(B) Implementation of rural development schemes.
(C) Levy and collection of local taxes.
(D) Enactment of state-level legislation.

**28.** Consider the following statements regarding finances in Panchayati Raj Institutions (PRIs):
1. They can levy, collect and appropriate taxes, duties, tolls and fees.
2. They receive grants-in-aid from the State's Consolidated Fund.
3. They are fully funded by the Central Government.
4. The State Finance Commission recommends the principles for financial devolution.

Which of the above statement(s) is/are correct?
(A) 1, 2 and 3 only
(B) 2, 3 and 4 only
(C) 1, 2 and 4 only
(D) 1, 3 and 4 only

**29.** 'Personnel administration at the local level' refers to issues concerning:
(A) the election of local representatives.
(B) the financial management of local bodies.
(C) the recruitment, training, and service conditions of local body employees.
(D) the planning and execution of development projects.

**30.** The Mahatma Gandhi National Rural Employment Guarantee Act (MGNAREGA) primarily aims to:
(A) provide urban employment opportunities for the state's industrial sectors.
(B) offer specialized skill development training to rural youth populations.
(C) create large-scale industrial infrastructure within the village limits.
(D) enhance rural livelihood security by providing 100 days of guaranteed work.

**31.** Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Choose the correct option:
**Assertion (A) :** The Gram Sabha is the foundation of the Panchayati Raj system.
**Reason (R) :** It is the only body that directly represents the will of all the adult members of a village.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**32.** The term of office for elected members of a Panchayat at every level is:
(A) Three years
(B) Five years
(C) Four years
(D) Six years

**33.** Which body is responsible for consolidating the plans prepared by the Panchayats and the Municipalities in a district?
(A) The Zila Parishad
(B) The District Planning Committee
(C) The District Rural Development Agency
(D) The State Planning Board

**34.** Consider the following statements regarding urban local bodies:
1. The 74th Amendment Act gave constitutional status to urban local bodies.
2. The Act provides for a three-tier system of municipalities for every state.
3. It mandates the reservation of seats for Scheduled Castes and Scheduled Tribes.
4. It made the establishment of a State Finance Commission optional for states.
5. The Act established a new schedule, the Twelfth Schedule, in the Constitution.

Which of the above statement(s) is/are correct?
(A) 1, 2 and 3 only
(B) 1, 3 and 5 only
(C) 2, 4 and 5 only
(D) 1, 3, 4 and 5 only

**35.** A Nagar Panchayat is constituted for:
(A) a large urban area.
(B) a smaller urban area.
(C) an area in transition from a rural area to an urban area.
(D) a metropolitan area.

**36.** The executive head of a Municipal Corporation is the:

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(D) Statement I is false, but Statement II is true.

**71.** The 'evolution of district administration' in India shows a transition from:
(A) a welfare-oriented system to a regulatory-oriented system.
(B) a system of local self-governance to a system of central control.
(C) a democratic structure to a bureaucratic structure.
(D) a regulatory-focused system to a multi-functional development-oriented system.

**72.** Consider the following statements about the constitutional framework of State Administration:
1. The executive power of the state is co-extensive with its legislative power.
2. The state can make laws on subjects in the Concurrent List, but central law prevails in case of a conflict.
3. The Governor is bound to act on the advice of the Council of Ministers in all circumstances.
4. The Chief Minister holds office during the pleasure of the President.

Which of the above statement(s) is/are correct?
(A) 1 and 2 only
(B) 2 and 3 only
(C) 3 and 4 only
(D) 1 and 4 only

**73.** The role of the Chief Secretary is best described as:
(A) a political executive.
(B) a judicial officer.
(C) the 'linchpin' of the state administration.
(D) the head of a specific government department.

**74.** The primary function of a Directorate in the state administrative structure is:
(A) to serve as a 'line' agency for programme execution.
(B) to provide policy advice to the minister.
(C) to coordinate between different ministries.
(D) to audit the expenditure of the government.

**75.** Match List-I with List-II based on the hierarchy and function in district administration:
List I: (Level/Unit)
P. District
Q. Sub-Division
R. Tehsil/Taluk
S. Village
List II: (Key Official)
1. Tehsildar/Mamlatdar
2. Patwari/Village Accountant
3. District Collector/Magistrate
4. Sub-Divisional Magistrate (SDM)

Choose the correct answer from the options given below:
(A) P-3, Q-4, R-1, S-2
(B) P-4, Q-3, R-2, S-1
(C) P-3, Q-1, R-4, S-2
(D) P-2, Q-4, R-1, S-3

**76.** The changing role of the District Collector has seen an increased emphasis on which of the following?
(A) Focusing exclusively on judicial matters.
(B) Acting as a facilitator for citizen-centric services.
(C) Limiting interaction with the public.
(D) Reducing the scope of developmental functions.

**77.** Which of the following is NOT a power or function of the Governor?
(A) Appointing the Advocate General of the State.
(B) Nominating one-sixth of the members to the Legislative Council.
(C) Presiding over cabinet meetings.
(D) Summoning and proroguing the sessions of the State Legislature.

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**78.** Consider the following statements about the Council of Ministers in a state:
1. The Constitution specifies the size of the state Council of Ministers.
2. All ministers must be members of the State Legislature.
3. If not a member, a minister must become one within six months.
4. The salaries and allowances of ministers are determined by the State Legislature.
5. The Governor administers the oaths of office and secrecy to the ministers.

Which of the above statement(s) is/are correct?
(A) 1, 2 and 4 only
(B) 2, 3, 4 and 5 only

**45.** Personnel administration in Municipal Corporations is often characterized by a dual system, involving:
(A) personnel recruited by the central government and the state government.
(B) directly elected and indirectly elected officials of the municipal council.
(C) personnel deputed by the state and those recruited by the corporation.
(D) permanent employees and contractual employees working on specific tasks.

**46.** What is the constitutional basis for the creation of Directorates in a state?
(A) They are mentioned in the 7th Schedule of the Constitution.
(B) They are created by the State Legislature through specific acts.
(C) They are established by the Union Government to oversee state functions.
(D) They are administrative creations under the executive authority of the state government.

**47.** The power of the Governor to grant pardons, reprieves, etc., is a:
(A) Judicial power
(B) Legislative power
(C) Executive power
(D) Discretionary power

**48.** Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Choose the correct option:
**Assertion (A) :** The District Collector's role has become more complex in contemporary India.
**Reason (R) :** The Collector is now expected to be a manager of development and a facilitator of public-private partnerships, in addition to regulatory duties.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**49.** Which of the following is the most accurate description of the relationship between the Chief Minister and the Council of Ministers?
(A) The Chief Minister is first among equals.
(B) The Chief Minister is the keystone of the cabinet arch; if he resigns, the council collapses.
(C) The Council of Ministers can overrule the Chief Minister by a majority vote.
(D) The Chief Minister is merely a spokesperson for the Council of Ministers.

**50.** The structure and functions of Autonomous District Councils are primarily designed to:
(A) protect the distinctive culture and customs of tribal populations.
(B) accelerate industrial development in all districts of the state.
(C) take over the functions of the State Legislature during sessions.
(D) manage the financial resources of the entire regional territory.

**51.** Arrange the following administrative positions in descending order of precedence within a typical state's civil administration:
1. Chief Secretary
2. District Collector
3. Divisional Commissioner
4. Sub-Divisional Magistrate

Choose the correct answer from the options given below:
(A) 1, 3, 2, 4
(B) 1, 2, 3, 4
(C) 3, 1, 2, 4
(D) 2, 4, 3, 1

**52.** Given below are two statements:
**Statement I :** A bicameral State Legislature consists of the Legislative Assembly and the Legislative Council.
**Statement II :** The establishment or abolition of a Legislative Council in a state requires a constitutional amendment passed by a special majority of the Parliament.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**53.** The concept of the District Rural Development Agency (DRDA) as a specialized agency for rural development reflects a shift towards:
(A) centralized planning.
(B) privatization of rural services.

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(B) Panchayat Samiti, Gram Panchayat, Zila Parishad
(C) Gram Panchayat, Zila Parishad, Panchayat Samiti
(D) Gram Panchayat, Panchayat Samiti, Zila Parishad

**88.** The 11th Schedule of the Constitution, which lists the functions of Panchayats, was added by which amendment?
(A) 73rd Amendment
(B) 42nd Amendment
(C) 44th Amendment
(D) 74th Amendment

**89.** A social audit under MGNAREGA is a process where:
(A) financial accounts are audited by a professional chartered accountant.
(B) the central government evaluates the performance of the state in implementing the scheme.
(C) the community verifies and scrutinizes the implementation of the scheme.
(D) the quality of assets created is technically evaluated by engineers.

**90.** Which of the following is an obligatory (compulsory) function of a Gram Panchayat, as per the 73rd Amendment?
(A) Provision of safe drinking water.
(B) Establishment of rural electrification.
(C) Management of public distribution system.
(D) Organization of cattle fairs.

**91.** Match List-I with List-II concerning the evolution of Panchayati Raj:
List I: (Committee)
P. Balwant Rai Mehta Committee
Q. Ashok Mehta Committee
R. G.V.K. Rao Committee
S. L.M. Singhvi Committee
List II: (Key Recommendation)
1. Revitalisation of PRIs for democracy and development
2. Two-tier system
3. Three-tier system (Democratic Decentralisation)
4. Administration arrangement for rural development
Choose the correct answer from the options given below:
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-2, R-4, S-1
(C) P-3, Q-4, R-2, S-1
(D) P-2, Q-3, R-1, S-4

**92.** The main challenge in "Personnel administration at the local level" is:
(A) a lack of sufficient work for the employees.
(B) the lack of a dedicated cadre and issues of dual control.
(C) excessively high salaries for local government staff.
(D) a complete absence of training facilities.

**93.** The Chairperson of a Panchayat at the intermediate level (Panchayat Samiti) is:
(A) directly elected by the people of the block.
(B) nominated by the local Member of the Legislative Assembly (MLA).
(C) elected by and from amongst the elected members thereof.
(D) appointed by the District Collector.

**94.** Consider the following statements related to the 74th Constitutional Amendment Act:
1. It provides for the constitution of a Metropolitan Planning Committee.
2. It makes it mandatory for states to devolve all 18 functions in the 12th Schedule to municipalities.
3. It provides for the reservation of the office of chairperson in municipalities for SCs, STs, and women.
4. It sets a uniform five-year term for all municipalities.
Which of the above statement(s) is/are correct?
(A) 1, 2 and 3 only
(B) 2, 3 and 4 only
(C) 1, 3 and 4 only
(D) 1, 2, 3 and 4

**95.** In the context of urban governance, what is a Municipal Council (Nagar Palika)?
(A) A governing body for a smaller urban area.
(B) A governing body for a transitional area.
(C) A governing body for a larger urban area.
(D) A governing body for a metropolitan area.

**96.** The "composition" of a Municipal Corporation typically includes:

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(C) 1, 3 and 5 only
(D) 2, 3 and 4 only

**79.** What does the term "Autonomous District" signify in the context of the Sixth Schedule?
(A) A district with autonomy in matters concerning its tribal population.
(B) A district that is independent of the Indian Union.
(C) A district that is directly administered by the President of India.
(D) A district where only central government laws apply.

**80.** Given below are two statements:
**Statement I :** The Chief Minister is the real executive authority in the state.
**Statement II :** The Chief Minister is the head of the Council of Ministers, which aids and advises the Governor.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true, and Statement II is the correct explanation of Statement I.
(B) Both Statement I and Statement II are true, but Statement II is not the correct explanation of Statement I.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**81.** The evolution of local governance in India is intrinsically linked to the philosophy of:
(A) Centralized authority
(B) Democratic decentralization
(C) Bureaucratic control
(D) Corporate governance

**82.** Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Choose the correct option:
**Assertion (A) :** The 73rd and 74th Constitutional Amendment Acts are considered landmarks in the history of local governance in India.
**Reason (R) :** These acts granted constitutional status and a framework for uniformity and viability to Panchayati Raj and Urban Local Bodies.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**83.** The superintendence, direction, and control of the preparation of electoral rolls for, and the conduct of, all elections to the Panchayats shall be vested in the:
(A) Election Commission of India
(B) District Collector
(C) State Election Commission
(D) State Government's Home Department

**84.** A key recommendation of the State Finance Commission could be:
(A) suggesting the curriculum for local schools.
(B) appointing the Chief Secretary of the state.
(C) framing the rules for the conduct of business in the State Assembly.
(D) determining the principles for tax distribution between State and Panchayats.

**85.** Consider the following statements about the District Planning Committee (DPC):
1. It is a constitutional body under Article 243ZD.
2. Its primary role is to consolidate plans from Panchayats and Municipalities.
3. Not less than four-fifths of its members must be elected from amongst the elected members of the district panchayat and municipalities.
4. The Chairperson of the DPC is always the District Collector.

Which of the above statement(s) is/are correct?
(A) 1 and 4 only
(B) 2, 3 and 4 only
(C) 1, 2 and 3 only
(D) 1, 2, 3 and 4

**86.** What is the most fundamental power of the Gram Sabha?
(A) To appoint the Sarpanch.
(B) To approve the annual budget and plans of the Gram Panchayat.
(C) To collect taxes directly from the villagers.
(D) To pass laws applicable to the entire state.

**87.** Which of the following represents the correct hierarchical structure of rural local self-government in India?
(A) Gram Sabha, Gram Panchayat, Zila Parishad

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communication between the Governor and the Council of Ministers.
3. He can ask a minister to resign or advise the Governor to dismiss him.
4. He advises the President on the appointment of judges of the High Court.
5. He presides over the meetings of the Zonal Council by rotation.

Which of the above statement(s) is/are correct?
(A) 1, 2, 3 and 4 only
(B) 1, 2, 3 and 5 only
(C) 2, 4 and 5 only
(D) 1, 3, 4 and 5 only

**105.** The relationship between the minister and the secretary in the State Secretariat is best described as:
(A) The secretary is the political head, and the minister is the administrative head.
(B) The secretary is accountable to the legislature, while the minister is accountable to the Chief Secretary.
(C) The minister provides policy leadership, while the secretary provides administrative and advisory support.
(D) They have equal and overlapping powers in all matters.

**106.** The power to create or abolish the State Legislative Council rests with:
(A) The Parliament of India
(B) The Governor of the State
(C) The State Legislative Assembly
(D) The President of India

**107.** Which of the following correctly pairs a local government institution with its context?
(A) Zila Parishad - Urban Governance
(B) Municipal Corporation - Rural Governance
(C) Autonomous District Council - Tribal Area Governance
(D) Panchayat Samiti - Metropolitan Governance

**108.** The main objective of the District Rural Development Agency (DRDA) is to:
(A) act as a judicial body for rural disputes.
(B) effectively manage and oversee the implementation of poverty alleviation programmes.
(C) construct and maintain state highways.
(D) provide higher education facilities in rural areas.

**109.** What is the minimum age for a person to be a member of a Panchayat?
(A) 18 years
(B) 25 years
(C) 21 years
(D) 30 years

**110.** The concept of 'Gram Swaraj' as envisioned by Mahatma Gandhi is most closely reflected in which institution?
(A) State Legislature
(B) Zila Parishad
(C) District Collectorate
(D) Gram Sabha

**111.** Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Choose the correct option:
**Assertion (A) :** The State Finance Commission, constituted by the Governor every five years, is a constitutional body.
**Reason (R) :** Its primary purpose is to prepare the annual budget for the State government.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**112.** The three tiers of the Panchayati Raj system are:
(A) Gram Sabha, Panchayat Samiti, Zila Parishad
(B) Village level, Intermediate level, District level
(C) Gram Panchayat, Nagar Panchayat, Zila Parishad
(D) Gram Panchayat, Block Samiti, District Council

**113.** Who can remove the State Election Commissioner from office?
(A) The Governor on the advice of the Chief Minister.
(B) The President of India on the recommendation of the Parliament.
(C) The Election Commission of India.
(D) The State Legislature by a special majority.

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**170.** Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Choose the correct option:

**Assertion (A) :** The State Secretariat is a permanent, non-political executive.

**Reason (R) :** The Secretariat provides continuity in administration even when the political executive (Council of Ministers) changes after an election.

(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**171.** The "evolution of local governance" shows a shift from a de-concentrated administrative system to a:

(A) recentralized power structure.
(B) system run entirely by NGOs.
(C) corporate-style management system.
(D) devolved system of democratic self-government.

**172.** The State Election Commission conducts elections for which of the following bodies?

1. Lok Sabha
2. Rajya Sabha
3. Panchayats
4. Municipalities

Choose the correct answer from the options given below:

(A) 1 and 2 only
(B) 3 and 4 only
(C) 1, 2, 3 and 4
(D) 2 and 3 only

**173.** What is the main purpose of the District Planning Committee (DPC)?

(A) To approve the state budget.
(B) To conduct elections for local bodies.
(C) To create an integrated development plan for the entire district.
(D) To supervise the law and order situation in the district.

**174.** A social audit in MGNAREGA is best conducted by the:

(A) Comptroller and Auditor General (CAG).
(B) State Vigilance Department.
(C) Ministry of Rural Development.
(D) Gram Sabha.

**175.** Which statement accurately describes the financial status of most Panchayati Raj Institutions (PRIs) in India?

(A) They are dependent on grants from state and central governments.
(B) They are financially self-sufficient and do not require government grants.
(C) They have unlimited powers to levy any tax they wish.
(D) Their primary source of income is from international aid.

**176.** Which of the following is an example of a 'reform in urban governance'?

(A) Increasing the number of administrative layers.
(B) Implementing a GIS-based property tax assessment system.
(C) Manual collection of all utility bills.
(D) Abolishing all forms of citizen participation.

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**177.** The term 'Mayor-in-Council' as found in some Municipal Corporations, implies:

(A) the Mayor is merely a figurehead.
(B) a cabinet-style system where the Mayor and a few other councillors form an executive body.
(C) the Municipal Commissioner has all the executive powers.
(D) the council is presided over by the District Collector.

**178.** Personnel administration challenges in urban local bodies are often linked to:

(A) lack of a dedicated municipal cadre and poor capacity building.
(B) over-qualification of staff.
(C) extremely high autonomy in recruitment.
(D) absence of any state government control.

**179.** A Municipal Council is also known as:

(A) Nagar Nigam
(B) Zila Parishad
(C) Nagar Palika
(D) Gram Panchayat

**123.** The role of the Governor as a link between the Union and the State is an important aspect of his:
(A) Legislative function
(B) Judicial function
(C) Executive function
(D) Federal role

**124.** The constitutional framework for state administration is outlined in which part of the Indian Constitution?
(A) Part V
(B) Part VI
(C) Part IV
(D) Part IX

**125.** Consider the following statements about the State Legislature:
1. All states in India have a bicameral legislature.
2. The Legislative Council (Vidhan Parishad) is a permanent house and is not subject to dissolution.
3. The size of the Legislative Assembly (Vidhan Sabha) depends on the state's population.
4. A Money Bill can only be introduced in the Legislative Council.

Which of the above statement(s) is/are correct?
(A) 1 and 4 only
(B) 2 and 3 only
(C) 1, 2 and 3 only
(D) 2, 3 and 4 only

**126.** The Chief Secretary's functions include all of the following EXCEPT:
(A) Acting as the Secretary to the Cabinet.
(B) Acting as the chief advisor to the Chief Minister.
(C) Acting as the head of the state civil services.
(D) Presiding over the State Legislative Assembly.

**127.** Given below are two statements regarding the District Collector:
**Statement I :** The District Collector is a legacy of the British Raj.
**Statement II :** The role of the District Collector has remained completely unchanged since independence.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**128.** What is the primary role of an Autonomous District Council?
(A) To manage urban infrastructure in a district.
(B) To provide self-governance for tribal populations in specific states.
(C) To oversee the functioning of all Panchayats in a district.
(D) To act as a revenue collection agency for the state government.

**129.** The concept of District Rural Development Agency (DRDA) was introduced to:
(A) provide a separate administrative setup for policy formulation.
(B) ensure a specialized agency for implementing rural development.
(C) replace the Zila Parishad.
(D) conduct elections for Panchayats.

**130.** The evolution of local governance in India can be traced back to the:
(A) Ripon's Resolution of 1882.
(B) Montagu-Chelmsford Reforms.
(C) Government of India Act, 1935.
(D) Indian Councils Act, 1861.

**131.** Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Choose the correct option:
**Assertion (A) :** The 73rd Amendment Act provides for reservation of seats for women in Panchayats.
**Reason (R) :** This is to ensure political empowerment and participation of women in grassroots democracy.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**132.** The State Election Commissioner is appointed by the:
(A) President of India
(B) Chief Election Commissioner
(C) Chief Justice of the High Court

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**114.** Consider the following statements about MGNAREGA:
1. It is a demand-driven wage employment programme.
2. It guarantees a minimum of 150 days of employment in a financial year.
3. At least one-third of the beneficiaries must be women.
4. It provides for unemployment allowance if work is not provided within 15 days of demand.

Which of the above statement(s) is/are correct?
(A) 1, 2 and 3 only
(B) 1, 3 and 4 only
(C) 2 and 4 only
(D) 1, 2, 3 and 4

**115.** A Municipal Council is headed by a:
(A) Mayor, who is the executive head.
(B) Commissioner, who is the political head.
(C) President/Chairperson, who is the political head.
(D) Collector, who is the executive head.

**116.** "Metropolitan Governance" addresses the challenges of:
(A) managing single, small towns effectively.
(B) rural hinterlands of cities.
(C) implementing central government schemes in state capitals.
(D) administering large, multi-jurisdictional urban regions.

**117.** Which of the following best describes the principle of 'source segregation' in Solid Waste Management?
(A) Transporting all waste to a single landfill site.
(B) Using different colored bins at the final disposal site.
(C) Segregating waste into categories at the point of generation.
(D) Allowing private companies to handle all waste.

**118.** The primary difference between the 'Smart Cities Mission' and 'AMRUT' is that:
(A) AMRUT is for rural areas, while Smart Cities is for urban areas.
(B) Smart Cities is competitive, while AMRUT is entitlement-based.
(C) Smart Cities focuses only on IT infrastructure, while AMRUT focuses only on water supply.
(D) AMRUT is funded by the World Bank, while Smart Cities is funded by the Central Government.

**119.** A 'transitional area' for which a Nagar Panchayat is formed is an area which is:
(A) transitioning from a small town to a large city.
(B) a designated industrial zone.
(C) a temporary settlement for migrant workers.
(D) transitioning from a village to a town.

**120.** Which of the following is NOT a source of finance for a Municipal Corporation?
(A) Income Tax on individuals
(B) Property Tax
(C) Professional Tax
(D) Grants from the State Government

**121.** Match List-I with List-II regarding the heads of various bodies:
List I: (Body)
P. Municipal Corporation
Q. Panchayat Samiti
R. State Government
S. District Administration
List II: (Head)
1. Pramukh/Chairman
2. Chief Minister
3. District Collector
4. Mayor

Choose the correct answer from the options given below:
(A) P-4, Q-1, R-2, S-3
(B) P-1, Q-4, R-2, S-3
(C) P-4, Q-2, R-1, S-3
(D) P-3, Q-1, R-2, S-4

**122.** The term "personnel administration" in urban local bodies primarily deals with:
(A) the service conditions, recruitment, and training of municipal employees.
(B) the election and tenure of the Mayor and Councillors.
(C) the management of contracts with private service providers.
(D) the grievance redressal mechanism for citizens.

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(C) promoting local self-government.
(D) revenue collection and law and order maintenance.

**143.** Consider the following statements about the role of the Chief Secretary:
1. The Chief Secretary is appointed by the President of India.
2. The term of the Chief Secretary is fixed for five years.
3. He is the head of the State Secretariat.
4. He acts as the residual legatee, taking care of all matters not falling within the purview of other secretaries.

Which of the above statement(s) is/are correct?
(A) 1 and 2 only
(B) 3 and 4 only
(C) 1, 2 and 3 only
(D) 2, 3 and 4 only

**144.** The system of 'dyarchy' at the state level, with a distinction between 'reserved' and 'transferred' subjects, was a feature of which constitutional framework?
(A) The Government of India Act, 1935
(B) The Government of India Act, 1919
(C) The Indian Constitution, 1950
(D) The Indian Councils Act, 1892

**145.** Match List-I with List-II:
List I: (Term)
P. Bicameral Legislature
Q. Collective Responsibility
R. Ordinance
S. Discretionary Power
List II: (Meaning)
1. Governor's power to act without ministerial advice
2. A temporary law made by the Governor
3. A legislature with two houses
4. Principle that the council of ministers is accountable to the assembly as a whole

Choose the correct answer from the options given below:
(A) P-3, Q-4, R-2, S-1
(B) P-4, Q-3, R-1, S-2
(C) P-3, Q-1, R-2, S-4
(D) P-2, Q-4, R-3, S-1

**146.** Given below are two statements:
**Statement I :** The Zila Parishad is the most powerful tier of the Panchayati Raj system with vast executive functions.
**Statement II :** The 73rd Amendment Act primarily envisages the Zila Parishad as a coordinating and advisory body.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**147.** A key aspect of "personnel administration at local level" involves the debate over:
(A) whether local body employees should be paid higher salaries than state government employees.
(B) whether local body employees should be allowed to form unions.
(C) whether to have a separate state-level cadre or allow local bodies to recruit staff.
(D) whether the retirement age for local body employees should be 65.

**148.** Under MGNAREGA, the Gram Panchayat is empowered to:
(A) decide the wage rate for the entire state.
(B) conduct technical audits of the works.
(C) punish officials for corruption.
(D) sanction and implement works.

**149.** The constitutional validity of a law passed by the State Legislature can be challenged on the grounds of all the following EXCEPT:
(A) It violates Fundamental Rights.
(B) It is on a subject enumerated in the Union List.
(C) It was not approved by the Chief Minister before introduction.
(D) It is repugnant to a central law on a concurrent subject.

**150.** Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Choose the correct option:
**Assertion (A) :** The Governor holds office during the pleasure of the President.
**Reason (R) :** This provision ensures that the Governor acts as a vital link between the Union and the State and upholds the constitutional machinery in the state.
(A) Both A and R are true and R is the correct

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(D) Governor of the State

**133.** The main task of the District Planning Committee (DPC) is to:
(A) implement development schemes directly.
(B) audit the accounts of local bodies.
(C) consolidate plans and prepare a draft development plan.
(D) resolve disputes between the Zila Parishad and the State Government.

**134.** Consider the following statements about the Panchayat Samiti:
1. It is the intermediate tier in the Panchayati Raj system.
2. Its members are usually the Sarpanchs of the Gram Panchayats within the block.
3. It supervises and coordinates the work of Gram Panchayats.
4. Its executive officer is the Block Development Officer (BDO).
5. It is responsible for making laws for the entire district.

Which of the above statement(s) is/are correct?
(A) 1, 2 and 5 only
(B) 1, 3 and 4 only
(C) 2, 3 and 4 only
(D) 1, 2, 3, 4 and 5

**135.** Which of the following is the most appropriate description of a Zila Parishad?
(A) The executive body at the village level.
(B) A judicial body to settle rural disputes.
(C) The agency responsible for urban planning in a district.
(D) The top-most tier of the Panchayati Raj system, mainly with coordinating and supervisory functions.

**136.** What is a key challenge related to the "Finance in PRIs"?
(A) Inadequate devolution and poor own-source revenue generation.
(B) Excessive funding from the central government.
(C) Lack of clear guidelines for spending money.
(D) Refusal of PRIs to accept government grants.

**137.** Which of the following is NOT a core objective of the AMRUT mission?
(A) Ensuring that every household has access to a tap with an assured supply of water.
(B) Creating green spaces and parks.
(C) Providing a universal health insurance scheme for urban residents.
(D) Reducing pollution by switching to public transport.

**138.** The political head of a Municipal Corporation is the _____, while the administrative head is the _____.
(A) Mayor; Municipal Commissioner
(B) Chairperson; Executive Officer
(C) President; Chief Officer
(D) Governor; Chief Secretary

**139.** A Municipal Council (Nagar Palika Parishad) is typically established in:
(A) a metropolitan city.
(B) a village with a population of 5,000.
(C) an industrial township.
(D) a town with a population between 20,000 and 3,00,000.

**140.** Arrange the following urban local bodies in ascending order of the size of the area they typically govern:
1. Municipal Corporation
2. Nagar Panchayat
3. Municipal Council

Choose the correct answer from the options given below:
(A) 1, 3, 2
(B) 2, 3, 1
(C) 3, 2, 1
(D) 2, 1, 3

**141.** The discretionary powers of the Governor are most likely to be used in which of the following situations?
(A) Giving assent to a money bill.
(B) Administering the oath of office to ministers.
(C) Appointing the Chief Minister when no party has a clear majority.
(D) Appointing the Advocate-General.

**142.** The "concept and evolution of District Administration" highlights that the office of the District Collector was created primarily for:
(A) development and welfare activities.
(B) judicial administration only.

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**161.** The concept of 'Metropolitan Planning Committee' was introduced by the:
(A) 73rd Amendment Act
(B) 74th Amendment Act
(C) 42nd Amendment Act
(D) State Government administrative reforms

**162.** Given below are two statements:
**Statement I :** The Smart Cities Mission is implemented through a Special Purpose Vehicle (SPV) created for each city.
**Statement II :** The AMRUT mission is implemented through the existing framework of State Governments and Urban Local Bodies.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**163.** The term of the Governor of a state is normally five years, but he holds office:
(A) for life.
(B) until the next state elections are held.
(C) during the pleasure of the President.
(D) during the pleasure of the Chief Minister.

**164.** The principle of 'collective responsibility' of the Council of Ministers means that:
(A) each minister is responsible for his own department only.
(B) the ministers are responsible to the Governor.
(C) the Cabinet's decisions must be unanimous.
(D) the entire ministry must resign if it loses the confidence of the Legislative Assembly.

**165.** Match List-I with List-II concerning the 73rd and 74th Amendments:
List I: (Body)
P. Gram Sabha
Q. District Planning Committee
R. State Finance Commission
S. Zila Parishad
List II: (Primary Role)
1. Review financial position of local bodies
2. Apex tier of rural local government
3. Foundation of grassroots democracy
4. Consolidation of district-level plans
Choose the correct answer from the options given below:
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-1, S-2
(C) P-3, Q-1, R-4, S-2
(D) P-2, Q-4, R-1, S-3

**166.** A key reform needed in urban personnel administration is:
(A) reducing the number of employees drastically.
(B) creating a specialized municipal cadre with adequate training.
(C) making all municipal appointments political.
(D) outsourcing all municipal jobs to private agencies.

**167.** Which of the following statements about the Chief Minister's powers is INCORRECT?
(A) He advises the Governor on the appointment of other ministers.
(B) He communicates all decisions of the Council of Ministers to the Governor.
(C) He presides over the meetings of the state cabinet.
(D) He can dissolve the state assembly at any time without the Governor's approval.

**168.** Consider the following statements about the role of the District Collector:
1. He is the chief executive officer of the Zila Parishad in many states.
2. He acts as the District Election Officer during elections.
3. He is the head of the police administration in the district.
4. He is the chief coordinator of government activities in the district.
Which of the above statement(s) is/are correct?
(A) 1, 2 and 3 only
(B) 2, 3 and 4 only
(C) 1, 2 and 4 only
(D) 1, 3 and 4 only

**169.** What is the primary purpose of the Autonomous District Councils established under the Constitution?
(A) To facilitate rapid industrialization.
(B) To manage the finances of the entire state.
(C) To preserve and protect the identity and culture of tribal people.
(D) To replace the state government.

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collection.
(C) the principle of 'waste-to-energy' and scientific landfilling.
(D) the use of single-use plastics.

**190.** What is a Metropolitan Planning Committee (MPC)?
(A) A committee to plan for a single municipality.
(B) A committee to manage the finances of the state capital.
(C) A committee of mayors from all cities in a state.
(D) A committee to prepare a draft development plan for the Metropolitan area as a whole.

**191.** Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Choose the correct option:
**Assertion (A) :** The powers of an Autonomous District Council are absolute and not subject to state control.
**Reason (R) :** The Governor has the power to annul or suspend acts and resolutions of the Autonomous District Council if they are likely to endanger public safety.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**192.** Which article of the Constitution deals with the appointment of the Chief Minister?
(A) Article 163
(B) Article 164
(C) Article 165
(D) Article 166

**193.** The concept of 'District Rural Development Agency' (DRDA) being merged with the Zila Parishad in some states is an attempt to:
(A) weaken the Panchayati Raj system.
(B) strengthen the Zila Parishad by bringing implementation machinery under its control.
(C) create a new central government department.
(D) privatize rural development activities.

**194.** Consider the following statements about the State Finance Commission:
1. It is a statutory body created by the state legislature.
2. It recommends the principles governing the distribution of taxes between the state and local bodies.
3. Its recommendations are binding on the state government.
4. It is constituted every five years by the Governor.
5. It also reviews the financial position of Municipalities.

Which of the above statement(s) is/are correct?
(A) 1, 2 and 3 only
(B) 2, 4 and 5 only
(C) 1, 3 and 4 only
(D) 2, 3, 4 and 5 only

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**195.** What is the intermediate tier of Panchayati Raj called?
(A) Gram Panchayat
(B) Zila Parishad
(C) Panchayat Samiti
(D) Gram Sabha

**196.** Which of the following is a compulsory provision under the 73rd Amendment Act?
(A) Granting financial powers to Panchayats to levy taxes.
(B) Constitution of a District Planning Committee.
(C) Giving representation to MPs and MLAs in Panchayats.
(D) Reservation of one-third of seats for women.

**197.** The concept of 'personnel administration' at the local level is crucial for:
(A) ensuring the political neutrality of elected representatives.
(B) increasing the tax revenue of the state.
(C) improving the service delivery capacity of local bodies.
(D) managing relations between the state and the centre.

**198.** Match List-I with List-II:
List I: (Concept)
P. Smart City
Q. AMRUT City
R. Nagar Panchayat

**180.** The AMRUT mission focuses on infrastructure development in how many selected cities and towns?
(A) 100
(B) 250
(C) All urban areas in India
(D) 500

**181.** Arrange the following chronologically based on their introduction in Indian administration:
1. Community Development Programme
2. Ashok Mehta Committee Report
3. 73rd Constitutional Amendment Act
4. Ripon's Resolution

Choose the correct answer from the options given below:
(A) 4, 1, 2, 3
(B) 1, 4, 2, 3
(C) 4, 2, 1, 3
(D) 1, 2, 4, 3

**182.** Given below are two statements regarding the Governor:
**Statement I :** The Governor can be a member of either House of Parliament or a House of the State Legislature.
**Statement II :** If a member of a legislature is appointed Governor, he is deemed to have vacated his seat in that House on the date on which he enters upon his office as Governor.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**183.** Given below are two statements regarding the office of the Chief Secretary:
**Statement I :** The office of the Chief Secretary in a state is based on convention rather than being a constitutional or statutory post.
**Statement II :** The Chief Secretary is the head of the entire state administration.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**184.** Consider the following statements about rural governance:
1. The Sarpanch is the head of the Gram Sabha.
2. The Zila Parishad is the executive body at the district level.
3. The Panchayat Samiti links the Gram Panchayat and the Zila Parishad.
4. The 73rd Amendment mandates a two-tier system for all states.

Which of the above statement(s) is/are correct?
(A) 1 only
(B) 3 only
(C) 2 and 4 only
(D) 1 and 3 only

**185.** The core function of a Directorate is related to:
(A) Policy formulation
(B) Policy evaluation
(C) Policy execution and technical supervision
(D) Inter-departmental coordination at the secretariat level

**186.** The changing role of the District Collector can be best characterized by the acronym 'LDF', which stands for:
(A) Leader, Developer, Facilitator
(B) Law, Development, Finance
(C) Land, Department, Fieldwork
(D) Local, District, Federal

**187.** The term for a Zila Parishad is:
(A) Three years
(B) Four years
(C) Co-terminus with the state government
(D) Five years

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**188.** Which of the following is NOT a function of the Gram Sabha?
(A) Approving the annual plan of the Gram Panchayat.
(B) Appointing the Block Development Officer (BDO).
(C) Identifying beneficiaries for government schemes.
(D) Conducting a social audit of Panchayat works.

**189.** A major component of urban governance reform related to solid waste management is promoting:
(A) a centralized system of waste disposal in one location for the whole state.
(B) the discontinuation of door-to-door waste

explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**151.** The primary function of a Commissionerate, as distinct from a Directorate, is that it:
(A) is a staff agency located in the state capital to advise the minister.
(B) is responsible for the training of all state civil servants.
(C) is a constitutional body for conducting elections.
(D) is a field agency with integrated authority in a specific territorial division.

**152.** The changing role of the District Collector has led to the title being described as 'District Development Officer' to emphasize:
(A) the increasing importance of welfare and development functions.
(B) the decline in magisterial powers.
(C) the focus on urban infrastructure only.
(D) the transfer of all revenue functions to the Zila Parishad.

**153.** Consider the following statements regarding the sources of finance for Urban Local Bodies (ULBs):
1. Property tax is a major source of own revenue.
2. ULBs receive grants and loans from the state government.
3. They can borrow from financial institutions with state government approval.
4. They receive a mandatory 50% share of the central government's income tax collection.
5. User charges for services like water supply and sewerage are a key source of income.

Which of the above statement(s) is/are correct?
(A) 1, 2, 3 and 4 only
(B) 2, 4 and 5 only
(C) 1, 2, 3 and 5 only
(D) 1, 3, 4 and 5 only

**154.** Who presides over the meetings of the Gram Sabha?
(A) The Sarpanch of the Gram Panchayat.
(B) The Block Development Officer (BDO).
(C) The District Collector.
(D) The seniormost citizen of the village.

**155.** The 73rd Amendment Act does NOT apply to which of the following states?
(A) Kerala and West Bengal
(B) Punjab and Haryana
(C) Rajasthan and Gujarat
(D) Nagaland, Meghalaya, and Mizoram

**156.** The State Finance Commission submits its report to the:
(A) Chief Minister
(B) Governor
(C) State Legislature
(D) Finance Minister of India

**157.** Which committee recommended that the Panchayati Raj system should be constitutionally recognized?
(A) Balwant Rai Mehta Committee
(B) Ashok Mehta Committee
(C) L. M. Singhvi Committee
(D) G.V.K. Rao Committee

**158.** Which of the following is NOT a rural development programme?
(A) MGNAREGA
(B) Pradhan Mantri Gram Sadak Yojana
(C) National Rural Livelihood Mission
(D) AMRUT

**159.** The growth of urbanization poses challenges for governance primarily related to:
(A) providing infrastructure and services to a growing population.
(B) preserving traditional farming techniques.
(C) managing large forest areas.
(D) decreasing literacy rates.

**160.** What is the key difference in composition between a Municipal Council and a Nagar Panchayat?
(A) A Municipal Council has only nominated members.
(B) A Nagar Panchayat represents a transitional area, while a council represents a smaller urban area.
(C) A Nagar Panchayat has more financial powers than a Municipal Council.
(D) There is no structural difference; only the name varies by state.

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S. Municipal Corporation

List II: (Description)

1. Focus on core urban infrastructure
2. Governing body for a large urban area
3. Use of technology for better quality of life
4. Governing body for a transitional area

Choose the correct answer from the options given below:

(A) P-3, Q-1, R-4, S-2
(B) P-1, Q-3, R-2, S-4
(C) P-3, Q-2, R-4, S-1
(D) P-4, Q-1, R-2, S-3

**199.** The growth of urbanization in India has led to increased pressure on:

(A) agricultural land in rural areas.
(B) traditional village councils.
(C) central government's foreign policy.
(D) urban infrastructure like water, sanitation, and housing.

**200.** The head of a Municipal Council is generally known as the:

(A) President or Chairperson
(B) Mayor
(C) Commissioner
(D) Sarpanch

**201.** Which of these is a key reform associated with the 'Smart Cities Mission'?

(A) Abolition of all local taxes.
(B) Direct funding from the United Nations.
(C) Creation of a Special Purpose Vehicle (SPV) for implementation.
(D) Focus on rural employment generation.

**202.** The office of District Collector has survived and remains important because:

(A) it serves as an essential link between the state government and the field.
(B) it has not changed at all since British times.
(C) it is the most powerful judicial office in the district.
(D) it controls the entire budget of the state.

**203.** Given below are two statements regarding the appointment of the Chief Secretary:

**Statement I :** The Chief Secretary is selected on the basis of seniority alone.

**Statement II :** The Chief Minister has the final say in the appointment of the Chief Secretary.

Which of the above statement(s) is/are correct?

(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**204.** Which of the following is a function of the Governor?

(A) Presiding over the meetings of the Council of Ministers.
(B) Appointing judges of the District Courts in consultation with the High Court.
(C) Casting the deciding vote in the State Assembly in case of a tie.
(D) Leading the government on the floor of the House.

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**205.** Consider the following statements about local governance:

1. The 73rd Amendment relates to rural local bodies.
2. The 74th Amendment relates to urban local bodies.
3. The Balwant Rai Mehta Committee recommended a two-tier system.
4. The Ashok Mehta Committee recommended a three-tier system.

Which of the above statement(s) is/are correct?

(A) 1 and 2 only
(B) 3 and 4 only
(C) 1, 2 and 3 only
(D) 1, 2, 3 and 4

**206.** Who among the following is the chief executive officer of the Zila Parishad?

(A) The Chairperson of the Zila Parishad
(B) The District Collector
(C) The seniormost member of the Zila Parishad
(D) The Chief Executive Officer (CEO), an IAS or State Civil Service officer

**207.** A primary source of funding for MGNAREGA comes from:

(A) The Central Government.
(B) The State Government entirely.
(C) The World Bank.
(D) Contributions from the workers themselves.

**208.** The main feature that distinguishes a Municipal Corporation from other forms of urban local government is its:

*with revenue collection and law and order, the Collector's role has expanded to encompass development, welfare, and crisis management. The Collector acts as the chief executive officer of the district, coordinating the activities of various government departments to ensure cohesive administration. In certain regions, the framework of administration includes Autonomous District Councils, which are granted specific structures, powers, and functions to govern tribal areas and protect the interests of indigenous communities. To channel development efforts at the grassroots level, the District Rural Development Agency (DRDA) was established. The DRDA works in close coordination with the district administration and local self-government bodies to implement rural development programmes, highlighting the changing role of the District Collector from a regulator to a facilitator of development and a manager of inter-agency coordination.*

Based on the above source, attempt the following five questions.

**261.** According to the passage, what has been the primary shift in the role of the District Collector?
(A) From a judicial officer to a purely administrative one
(B) From a development facilitator to a revenue collector
(C) From a local coordinator to a state-level policy maker
(D) From a regulator to a facilitator of development

**262.** What specific purpose are Autonomous District Councils designed to serve?
(A) To manage urban governance in large districts
(B) To govern tribal areas and protect indigenous interests
(C) To oversee the functions of the District Collector
(D) To implement rural development programmes across the state

**263.** What is the primary function of the District Rural Development Agency (DRDA) as mentioned in the text?
(A) To handle law and order in the district
(B) To act as the main revenue collection body
(C) To implement rural development programmes
(D) To formulate policies for urban development

**264.** The passage describes the District Administration as the "cornerstone of governance" because it is:
(A) the highest policy-making body in the state.
(B) the only body responsible for revenue collection.
(C) independent of the state government's control.
(D) the principal point of contact between the citizen and the state.

**265.** The modern role of the District Collector emphasizes which of the following functions?
(A) Coordination of various government departments and crisis management
(B) Exclusive focus on revenue and law and order
(C) Directing the proceedings of the State Legislature
(D) Heading the Autonomous District Councils exclusively

**Direction :** Please read the following source carefully.

*The evolution of local governance in India reached a watershed moment with the enactment of the 73rd and 74th Constitutional Amendment Acts. These amendments provided a constitutional mandate and a standardized framework for local self-government institutions across the country, fundamentally altering the landscape of governance from a two-tier to a three-tier system. The 73rd Amendment specifically pertains to rural governance, establishing a three-tier structure of Panchayati Raj Institutions (PRIs), while the 74th Amendment focuses on urban governance through Municipalities. A critical component introduced by these acts was the creation of independent bodies to ensure the democratic and financial health of these local entities. The State Election Commission was established to conduct free and fair elections to all local bodies, thereby insulating the electoral process from the influence of the state executive. Similarly, the State Finance Commission was mandated to review the financial position of the Panchayats and Municipalities and make recommendations to the Governor regarding the principles for devolution of funds. Furthermore,*

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**218.** The chairperson of the District Planning Committee is often:
(A) the Chairperson of the Zila Parishad or a Minister from the district.
(B) the Prime Minister.
(C) the Governor.
(D) the Chief Justice of the High Court.

**219.** The Gram Sabha meeting must be held at least:
(A) once a year.
(B) five times a year.
(C) once every month.
(D) twice a year.

**220.** The functions of a Zila Parishad mainly include:
(A) Direct implementation of all rural development schemes.
(B) Coordination and supervision of Panchayat Samitis and allocation of funds.
(C) Enactment of laws for the district.
(D) Collection of income tax in the district.

**221.** Match List-I with List-II:
List I: (Institution)
P. State Secretariat
Q. Directorate
R. District Collectorate
S. Gram Panchayat
List II: (Nature of Function)
1. Field level revenue and general administration
2. Local self-governance at village level
3. Policy formulation and top-level coordination
4. Direction, execution, and technical supervision
Choose the correct answer from the options given below:
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-1, S-2
(C) P-3, Q-1, R-4, S-2
(D) P-2, Q-4, R-1, S-3

**222.** The term "Metropolitan area" is defined in the Constitution as an area having a population of:
(A) one lakh or more.
(B) five lakhs or more.
(C) fifty lakhs or more.
(D) ten lakhs or more.

**223.** Which of the following is NOT a component of the 'Smart Solutions' under the Smart Cities Mission?
(A) Free housing for all citizens.
(B) Smart Metering for water and electricity.
(C) Intelligent Traffic Management.
(D) Video Surveillance and Crime Monitoring.

**224.** Consider the following statements regarding urban governance reforms:
1. AMRUT is a universal mission covering all 4041 statutory towns.
2. The Smart Cities Mission is a competitive mission covering 100 selected cities.
3. Solid Waste Management rules emphasize the role of waste generators in segregating waste.
4. The 74th Amendment made it mandatory for states to create a dedicated municipal cadre.
Which of the above statement(s) is/are correct?
(A) 1 and 4 only
(B) 2 and 3 only
(C) 1, 2 and 3 only
(D) 2, 3 and 4 only

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**225.** If the offices of both the Governor and Chief Justice of the High Court are vacant, who performs the functions of the Governor?
(A) The Speaker of the Legislative Assembly.
(B) The next senior-most judge of the High Court.
(C) The Chief Minister.
(D) The President of India.

**226.** The members of the State Legislative Council are:
(A) a mix of indirectly elected, nominated, and directly elected members.
(B) all directly elected by the people.
(C) all nominated by the Governor.
(D) all ex-officio members.

**227.** Given below are two statements regarding the District Collector:
**Statement I :** The District Collector is primarily an agent of the State Government at the district level.
**Statement II :** The District Collector is appointed by and is under the administrative control of the Central Government (Department

**272.** In the three-tier structure of PRIs, which body serves as the link between the Gram Panchayat and the Zila Parishad?
(A) Gram Sabha
(B) Panchayat Samiti
(C) District Planning Committee
(D) State Finance Commission

**273.** Which institution is identified as the apex body of the Panchayati Raj system at the district level?
(A) Gram Panchayat
(B) District Rural Development Agency
(C) Panchayat Samiti
(D) Zila Parishad

**274.** According to the passage, finance in PRIs is derived from which of the following combinations?
(A) A mix of government grants, own-source revenues, and devolved funds
(B) Exclusively from local taxes and fees
(C) Solely from grants provided by the central government
(D) Only from funds recommended by the District Planning Committee

**275.** What is the fundamental difference between the Gram Sabha and the Gram Panchayat?
(A) The Gram Sabha is the executive body, while the Gram Panchayat is the legislative body.
(B) The Gram Sabha operates at the block level, while the Gram Panchayat operates at the village level.
(C) The Gram Sabha is an assembly of all voters, while the Gram Panchayat is an elected council.
(D) The Gram Sabha manages finances, while the Gram Panchayat manages personnel.

**Direction :** Please read the following source carefully.

*The landscape of rural India has been the focus of numerous development interventions aimed at alleviating poverty and enhancing livelihoods. Central to this effort are specific policies and programmes designed to create employment and build durable assets. One of the most significant of these is the Mahatma Gandhi National Rural Employment Guarantee Act (MGNAREGA). This flagship programme of rural development represents a paradigm shift by making the right to work a legal entitlement. MGNAREGA guarantees at least one hundred days of wage employment in a financial year to every rural household whose adult members volunteer to do unskilled manual work. The programme is not merely an employment scheme but is also designed to address causes of chronic poverty through the creation of productive assets such as roads, canals, and water conservation structures. The implementation of such policies and programmes heavily involves local governance structures, particularly Panchayati Raj Institutions (PRIs), which are responsible for planning, executing, and monitoring the works at the ground level. This integration ensures that development is demand-driven and participatory, reinforcing the role of PRIs as key institutions for local development and strengthening the administrative framework of rural governance.*

Based on the above source, attempt the following five questions.

**276.** What legal entitlement does MGNAREGA provide to rural households?
(A) A guarantee of at least one hundred days of wage employment
(B) A guarantee of skilled technical jobs
(C) A right to financial assistance for starting a business
(D) A right to permanent government employment

**277.** Besides providing employment, what is a key objective of MGNAREGA?
(A) To provide urban infrastructure development
(B) To manage personnel administration at the state level
(C) To directly fund the State Finance Commissions
(D) To create productive assets and address chronic poverty

**278.** The passage emphasizes the role of which institutions in the planning and implementation of MGNAREGA?
(A) State Secretariats and Directorates
(B) Panchayati Raj Institutions (PRIs)
(C) Municipal Corporations and Councils
(D) Autonomous District Councils

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Which of the above statement(s) is/are correct?
(A) 1, 2 and 3 only
(B) 2, 3, 4 and 5 only
(C) 1, 2, 3 and 4 only
(D) 1, 2, 3, 4 and 5

**237.** The quorum to hold a meeting of the Gram Sabha is usually:
(A) One-third of the total members.
(B) One-half of the total members.
(C) One-tenth of the total members.
(D) All the members must be present.

**238.** A key difference between the Mayor in a typical Indian Municipal Corporation and a 'Strong Mayor' system is that:
(A) the Indian Mayor has vast executive powers.
(B) the Indian Mayor is appointed, not elected.
(C) the Indian Mayor controls the city police force directly.
(D) the Indian Mayor is largely a ceremonial figure with limited executive powers.

**239.** 'Smart Governance' as a component of the Smart Cities Mission includes:
(A) e-governance and citizen participation.
(B) building more government offices.
(C) reducing the number of elected officials.
(D) manual record-keeping for all services.

**240.** The Twelfth Schedule lists functions to be devolved to municipalities, including:
(A) Defence
(B) Urban planning and public health
(C) Foreign Affairs
(D) Railways

**241.** Who administers the oath of office to the Governor of a state?
(A) The President of India
(B) The Chief Justice of the concerned State High Court
(C) The outgoing Governor
(D) The Chief Minister of the state

**242.** The "evolution of the concept of district administration" shows a movement from a 'maintenance' function to a:
(A) 'development' and 'welfare' function.
(B) 'purely judicial' function.
(C) 'political' function.
(D) 'ceremonial' function.

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**243.** Given below are two statements regarding the Chief Secretary:
**Statement I :** The Chief Secretary's post is the highest position in the state's administrative hierarchy.
**Statement II :** The Chief Secretary's selection is the prerogative of the Chief Minister.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**244.** The relationship between the State Secretariat and the Directorates is often described as:
(A) A relationship of equals.
(B) The Directorate controlling the Secretariat.
(C) A relationship of political and non-political bodies.
(D) Staff (Secretariat) and Line (Directorate) relationship.

**245.** Which of the following is NOT a function of the Autonomous District Councils?
(A) Making laws on land, forests, and social customs.
(B) Constituting village councils or courts for trial of suits.
(C) Managing the state's police force.
(D) Managing primary schools and dispensaries.

**246.** The Constitution provides for a Council of Ministers with the Chief Minister at the head to:
(A) aid and advise the State Legislature.
(B) aid and advise the Governor.
(C) aid and advise the President.
(D) aid and advise the High Court.

**247.** Reservation of seats for SC/STs in every Panchayat is made in proportion to their:
(A) representation in the state legislature.
(B) representation in the Parliament.
(C) literacy rate in the Panchayat area.
(D) population in the Panchayat area.

**248.** The Block Development Officer (BDO) functions as the ex-officio secretary of the:
(A) Panchayat Samiti
(B) Gram Panchayat

(A) fully nominated nature.
(B) larger size, population, more complex functions, and fiscal autonomy.
(C) limited five-year term.
(D) lack of a deliberative wing.

**209.** The Mayor of a Municipal Corporation is generally:
(A) the chief executive officer of the corporation.
(B) the ceremonial first citizen and political head of the deliberative wing.
(C) an officer appointed by the central government.
(D) the head of the city police.

**210.** What does 'devolution of powers' to local bodies mean?
(A) The transfer of funds, functions, and functionaries from the state government to local governments.
(B) The central government taking over the functions of local bodies.
(C) The privatization of all local government services.
(D) The auditing of local government accounts by a foreign agency.

**211.** Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Choose the correct option:
**Assertion (A) :** The District Planning Committee (DPC) is crucial for decentralized planning.
**Reason (R) :** The DPC is responsible for preparing a draft development plan for the district as a whole, integrating rural and urban plans.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**212.** All money bills in the State Legislature are introduced with the prior recommendation of the:
(A) Speaker
(B) Chief Minister
(C) Finance Minister
(D) Governor

**213.** The administrative structure below the district level is generally known as:
(A) The Division
(B) The State Secretariat
(C) The Sub-Division or Tehsil/Taluk
(D) The Commissionerate

**214.** Consider the following statements about the constitutional framework of a state:
1. The Governor appoints the Chief Minister and other ministers.
2. The Council of Ministers is collectively responsible to the Legislative Council.
3. The Governor can be impeached by the State Legislature.
4. The Chief Secretary is the head of the permanent executive.
5. The state has exclusive power to legislate on subjects in the State List.

Which of the above statement(s) is/are correct?
(A) 1, 4 and 5 only
(B) 1, 2 and 3 only
(C) 2, 3 and 4 only
(D) 1, 3, 4 and 5 only

**215.** The concept of 'Directorate' in state administration represents:
(A) the principle of policy formulation.
(B) the principle of horizontal division of work.
(C) the principle of judicial review.
(D) the principle of separating policy-making from policy-execution.

**216.** The role of the Chief Secretary has been strengthened in recent years due to:
(A) the increasing complexity of administration and the need for a chief coordinator.
(B) the decline in the power of the Chief Minister.
(C) constitutional amendments giving more power to the office.
(D) the abolition of the post of cabinet secretary at the centre.

**217.** The 73rd Amendment Act provides for the reservation of seats in Panchayats for:
(A) SCs and STs only.
(B) Women only.
(C) SCs, STs, Women, and OBCs (if the state so provides).
(D) SCs, STs, and Women.

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(C) To legislate laws and hold the executive accountable
(D) To act as a link between the Union and the state

**Direction :** Please read the following source carefully.

*The administrative machinery of state government is structured hierarchically to ensure a clear distinction between policy formulation and execution. At the apex of this civil service structure is the Chief Secretary, who functions as the principal advisor to the Chief Minister and the head of the entire state bureaucracy. The Role and Functions of the Chief Secretary are pivotal, encompassing coordination among various departments, advising the cabinet on administrative matters, and overseeing the implementation of key government decisions. The State Secretariat serves as the nerve center for policy-making, where ministers, aided by secretaries, formulate the government's policies and programmes. It is not an executive agency but a think-tank and command center. For the execution of these policies, specialized agencies known as Directorates and Commissionerates are established. These bodies operate under the administrative control of their respective secretariat departments and are responsible for translating policy into action at the ground level. The Directorate is typically headed by a technical expert in the field, ensuring that implementation is carried out with domain-specific knowledge. This bifurcation of functions between the Secretariat (policy-making) and the Directorate (policy execution) is a fundamental characteristic of state administration.*

Based on the above source, attempt the following five questions.

**256.** Who is identified as the head of the entire state bureaucracy and principal advisor to the Chief Minister?
(A) The head of a Directorate
(B) The Chief Secretary
(C) The minister in charge of a department
(D) The head of a Commissionerate

**257.** What is the primary function of the State Secretariat as described in the passage?
(A) Executing policies at the ground level
(B) Coordinating directly with district administration for implementation
(C) Acting as a technical advisory body for Directorates
(D) Formulating government policies and programmes

**258.** The passage highlights a fundamental bifurcation of functions in state administration between which two entities?
(A) The State Secretariat and the Directorates
(B) The Chief Minister and the Governor
(C) The State Legislature and the Council of Ministers
(D) The Chief Secretary and the Cabinet

**259.** What is the main role of Directorates and Commissionerates in the state administrative structure?
(A) To assist ministers in the Secretariat with policy formulation
(B) To advise the Chief Secretary on administrative matters
(C) To act as the executive arms for policy implementation
(D) To oversee the functioning of the State Legislature

**260.** The passage suggests that a Directorate is often headed by a technical expert. What is the implied reason for this?
(A) To ensure implementation is informed by domain-specific knowledge
(B) To facilitate coordination with the State Secretariat
(C) To maintain hierarchical control over the department
(D) To provide policy advice to the Council of Ministers

**Direction :** Please read the following source carefully.

*District Administration forms the cornerstone of governance in India, serving as the principal point of contact between the citizen and the state. The concept has evolved significantly from its colonial origins, yet the office of the District Collector remains central to its functioning. The District Collector's power, functions, and role have undergone a remarkable transformation over time. Initially a figure primarily concerned*

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of Personnel and Training) as a member of the IAS.

Which of the above statement(s) is/are correct?

(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**228.** The Ashok Mehta Committee (1978) on Panchayati Raj is notable for recommending:

(A) a three-tier system of Panchayati Raj.
(B) constitutional status for Panchayats.
(C) the creation of the Gram Sabha as the primary unit.
(D) a two-tier system with the Mandal Panchayat and Zila Parishad.

**229.** Which of the following sources of finance for Panchayati Raj Institutions (PRIs) represents their own revenue?

(A) Grants from the Central Finance Commission.
(B) Loans from the state government.
(C) Taxes on land and buildings, and fees on markets.
(D) Funds for centrally sponsored schemes like MGNAREGA.

**230.** A major problem in personnel administration at the local level is 'dual control', which means:

(A) control by both the Mayor and the Commissioner.
(B) state-deputed officials are controlled by their parent department and also by the local body.
(C) control by both the central and state governments.
(D) control by both elected and nominated members.

**231.** The primary objective of the AMRUT mission is to:

(A) make cities 'smart' using digital technology.
(B) develop heritage sites in cities.
(C) provide employment guarantees in urban areas.
(D) ensure basic infrastructure and amenities in select urban areas.

**232.** The 'structure and composition' of a Nagar Panchayat includes:

(A) a chairperson and wards members, directly elected by the people of the transitional area.
(B) only government-appointed officers.
(C) all the MLAs and MPs from the district.
(D) representatives of local industries only.

**233.** Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Choose the correct option:

**Assertion (A) :** The Governor has situational discretion in addition to constitutional discretion.

**Reason (R) :** For instance, the Governor can exercise his personal judgment in appointing a Chief Minister if no party has a clear majority after an election.

(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

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**234.** The term 'Panchayat Samiti' is synonymous with:

(A) Block Panchayat or Mandal Panchayat
(B) Zila Parishad
(C) Gram Sabha
(D) Nagar Panchayat

**235.** Which of the following is NOT a constitutionally mandated body for local governance?

(A) State Election Commission
(B) District Planning Committee
(C) State Finance Commission
(D) District Rural Development Agency

**236.** Consider the following statements related to the constitutional framework of State administration:

1. The Governor is the nominal executive head.
2. The Chief Minister is the real executive head.
3. The State Secretariat assists the Council of Ministers in policy making.
4. Directorates are primarily responsible for policy implementation.
5. The District Collector is the chief administrative officer in the district.

*to institutionalize decentralized planning, the 74th Amendment provided for the constitution of a District Planning Committee (DPC) in every district to consolidate plans prepared by both rural and urban local bodies.*

Based on the above source, attempt the following five questions.

**266.** What is described as the primary outcome of the 73rd and 74th Constitutional Amendment Acts?
(A) The centralization of all governance functions at the state level
(B) The establishment of a constitutional mandate for local self-government
(C) The abolition of the District Collector's office
(D) The creation of a two-tier system of governance in India

**267.** What is the specific role of the State Election Commission as established by the amendments?
(A) To advise the state legislature on electoral reforms
(B) To conduct free and fair elections to all local bodies
(C) To conduct elections for the state assembly and parliament
(D) To ensure the financial health of local bodies

**268.** The function of the State Finance Commission is to make recommendations regarding:
(A) the principles for devolution of funds to local bodies.
(B) the conduct of elections to local bodies.
(C) the consolidation of plans prepared by local bodies.
(D) the appointment of personnel in Panchayats.

**269.** What is the purpose of the District Planning Committee (DPC) as outlined in the passage?
(A) To execute all rural development schemes
(B) To act as the State Finance Commission for the district
(C) To consolidate plans prepared by both rural and urban local bodies
(D) To directly manage the finances of Municipalities

**270.** The passage indicates that the 73rd and 74th Amendments transformed Indian governance from a two-tier system to which of the following?
(A) A unitary system
(B) A presidential system
(C) A bicameral system
(D) A three-tier system

**Direction :** Please read the following source carefully.

*The framework for rural governance in India, as institutionalized by the 73rd Constitutional Amendment, is built upon a three-tier structure of Panchayati Raj Institutions (PRIs). At the very base of this democratic pyramid is the Gram Sabha, which comprises all registered voters in a village. It is the embodiment of direct democracy, providing a forum for citizens to review the work of the elected Panchayat and approve its budget and plans. The executive body at the village level is the Gram Panchayat, an elected council responsible for local administration and development. At the intermediate or block level is the Panchayat Samiti, which acts as a link between the Gram Panchayat and the Zila Parishad, coordinating their activities. The apex body in this structure is the Zila Parishad at the district level, which is responsible for preparing and executing district-level plans and overseeing the functioning of the Panchayat Samitis. The financial viability of these institutions is a critical aspect, and finance in PRIs is derived from a combination of grants from the state and central governments, own-source revenues like local taxes, and funds devolved based on the recommendations of the State Finance Commission. Personnel administration at the local level also presents challenges, involving the management of staff deputed from the state government as well as those recruited by the PRIs themselves.*

Based on the above source, attempt the following five questions.

**271.** What is the role of the Gram Sabha in the Panchayati Raj system?
(A) It is the elected executive body at the village level.
(B) It is the apex planning body at the district level.
(C) It comprises all registered voters and embodies direct democracy.
(D) It is the intermediate body coordinating Gram Panchayats.

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(C) Zila Parishad
(D) Gram Sabha

**249.** A major challenge for Metropolitan Governance is:
(A) a lack of population.
(B) a surplus of financial resources.
(C) fragmented authority and the need for coordination.
(D) the simple and uniform nature of urban problems.

**250.** The ultimate aim of reforms in urban governance, such as Smart Cities and AMRUT, is to:
(A) improve the quality of life for urban citizens.
(B) increase the number of cities in India.
(C) promote private real estate development.
(D) centralize all urban services under the Union government.

**Direction :** Please read the following source carefully.

*The constitutional framework of state administration in India delineates a parliamentary system of government at the state level, mirroring the structure at the Union level. The Governor, appointed by the President, serves as the constitutional head of the state, but the real executive power is wielded by the Chief Minister and their Council of Ministers. The Governor's role and functions are multifaceted, acting as a vital link between the Union and the state, and exercising certain discretionary powers. However, in the day-to-day governance, the Chief Minister, as the head of the government, holds significant powers and functions, leading the Council of Ministers and being responsible for the administration of the state's affairs. This Council of Ministers is collectively responsible to the State Legislature, which typically consists of the Legislative Assembly and, in some states, a Legislative Council. The legislature is the primary law-making body for the state, holding the executive accountable through various mechanisms. The dynamic interplay between the Governor, the Chief Minister, and the State Legislature defines the operational reality of state governance, balancing constitutional propriety with political authority. The Chief Minister's leadership is pivotal in navigating this complex political and administrative landscape.*

Based on the above source, attempt the following five questions.

**251.** According to the passage, where does the real executive power in a state's administration reside?
(A) With the Governor as the constitutional head
(B) With the Chief Minister and the Council of Ministers
(C) (C) With the State Legislature as the law-making body
(D) With the President who appoints the Governor

**252.** What is described as a key function of the Governor?
(A) Acting as a link between the Union and the state
(B) Leading the Council of Ministers in policy-making
(C) Directly administering the state's affairs
(D) Presiding over the sessions of the State Legislature

**253.** The principle of collective responsibility in state governance means that the Council of Ministers is accountable to which body?
(A) The Governor
(B) The Chief Minister
(C) The State Legislature
(D) The President of India

**254.** The passage suggests that the operational reality of state governance is defined by the interaction between which set of entities?
(A) The State Legislature, the Secretariat, and the Directorates
(B) The Chief Minister, the Chief Secretary, and the District Collector
(C) (C) The Council of Ministers, the Governor, and the President
(D) The Governor, the Chief Minister, and the State Legislature

**255.** Based on the source, what is the primary role of the State Legislature?
(A) To exercise real executive power
(B) To appoint the Chief Minister and the Council of Ministers

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**279.** MGNAREGA is described as a paradigm shift in rural development because it:
(A) focuses exclusively on urban areas.
(B) is implemented by private corporations.
(C) makes the right to work a legal entitlement.
(D) provides employment only for skilled labor.

**280.** The integration of PRIs into the implementation of programmes like MGNAREGA aims to ensure that development is:
(A) centrally controlled and standardized.
(B) executed by state-level bureaucrats.
(C) focused solely on financial outcomes.
(D) demand-driven and participatory.

**Direction :** Please read the following source carefully.

*The rapid growth of urbanization in India has necessitated the establishment of a robust system of urban governance. This system is structured to cater to the diverse needs of urban settlements of varying sizes. The primary forms of urban local bodies are Municipal Corporations, Municipal Councils, and Nagar Panchayats, each with a defined structure, composition, and set of functions. Municipal Corporations are typically established for larger cities and possess a greater degree of autonomy and a wider range of functions, including public health, urban planning, and infrastructure development. Municipal Councils are constituted for smaller cities and towns, performing similar but less extensive functions. For areas in transition from rural to urban, Nagar Panchayats are formed, acting as a bridge institution. The composition of these bodies is democratic, with members largely elected directly by the people. The functions entrusted to them are extensive, covering everything from sanitation and water supply to the maintenance of public amenities. A critical challenge for these institutions is securing adequate finance. Their sources of finance are a mix of tax revenues (like property tax), non-tax revenues (fees and charges), grants from the state government, and borrowings. Effective urban governance hinges on the capacity of these bodies to perform their functions efficiently, which is intrinsically linked to their financial and administrative strength.*

Based on the above source, attempt the following five questions.

**281.** Which type of urban local body is typically established for larger cities?
(A) Municipal Corporation
(B) Nagar Panchayat
(C) Municipal Council
(D) Zila Parishad

**282.** What is the purpose of forming a Nagar Panchayat?
(A) To govern metropolitan areas
(B) To serve as an institution for areas transitioning from rural to urban
(C) To act as the apex body of urban governance in a state
(D) To replace Municipal Corporations in large cities

**283.** According to the passage, the composition of urban local bodies is primarily:
(A) nominated by the state government.
(B) democratic, with directly elected members.
(C) comprised of appointed administrative officials.
(D) determined by the District Collector.

**284.** Which of the following is mentioned as a source of finance for urban governance bodies?
(A) A combination of tax revenues, non-tax revenues, and grants
(B) Funds exclusively from MGNAREGA
(C) Only grants from the central government
(D) Revenue shared directly by Panchayati Raj Institutions

**285.** The passage implies that the effectiveness of urban governance is most dependent on which factors?
(A) The size of the urban population
(B) The geographical location of the city
(C) The financial and administrative capacity of the local bodies
(D) The number of members in the Municipal Council

**Direction :** Please read the following source carefully.

*As India's urban landscape expands, governance structures are evolving to manage large, complex urban agglomerations. The concept of Metropolitan Governance has emerged to address the challenges of coordinating planning*

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*and service delivery across multiple jurisdictions within a single metropolitan area. These areas, often comprising a main city and its surrounding towns and villages, require an integrated approach that transcends the boundaries of individual municipal bodies. While the 74th Amendment provided for Metropolitan Planning Committees, their effectiveness varies. A significant concern for all forms of urban governance, from Nagar Panchayats to Metropolitan areas, is sustainable finance. The sources of finance, including property taxes, user charges, and intergovernmental transfers, are often inadequate to meet the burgeoning demands for infrastructure and services. This financial strain is compounded by issues in personnel administration. Urban local bodies often struggle with a shortage of qualified technical and managerial staff, reliance on deputed state government employees who may lack local accountability, and limited autonomy in managing their own human resources. Strengthening both the financial base and the personnel administration framework is therefore crucial for empowering urban local bodies to function as effective institutions of self-government and deliver a better quality of life to citizens.*

Based on the above source, attempt the following five questions.

**286.** What is the primary purpose of Metropolitan Governance?
(A) To manage individual Nagar Panchayats separately
(B) To replace all Municipal Corporations with a single authority
(C) To focus exclusively on rural development within urban agglomerations
(D) To coordinate planning and services across multiple jurisdictions in a large urban area

**287.** According to the passage, what is a significant challenge related to the sources of finance for urban local bodies?
(A) The sources are too diverse and complex to manage.
(B) The reliance on property tax is prohibited by the state.
(C) The revenues generated are often inadequate to meet demands.
(D) The funds are primarily managed by rural bodies.

**288.** The passage identifies which of the following as a problem in personnel administration within urban local bodies?
(A) An over-abundance of highly qualified technical staff
(B) A shortage of qualified staff and reliance on deputed state employees
(C) Complete autonomy in human resource management leading to conflicts
(D) The requirement for all staff to be directly elected

**289.** What key factor is identified as crucial for empowering urban local bodies to function effectively?
(A) Reducing the number of elected representatives
(B) Increasing the number of municipal jurisdictions
(C) Limiting their functions to sanitation only
(D) Strengthening both their financial base and personnel administration

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**290.** The text suggests that metropolitan areas require an integrated governance approach because they:
(A) comprise a main city and surrounding towns, transcending individual boundaries.
(B) are purely rural in character.
(C) consist of a single, uniform municipal body.
(D) are governed directly by the central government.

**Direction :** Please read the following source carefully.

*In response to the mounting pressures of rapid urbanization, significant reforms in urban governance have been initiated in India. These reforms aim to improve the quality of urban life, enhance institutional capacity, and promote sustainable development. A major area of focus has been Solid Waste Management, which has transitioned from a rudimentary system of collection and disposal to a more scientific and comprehensive approach involving segregation at source, recycling, and waste-to-energy technologies. This reform addresses critical environmental and public health challenges in cities. Furthermore, the central government has*

*launched ambitious mission-mode projects to accelerate urban transformation. The Smart Cities Mission aims to develop cities that provide core infrastructure and give a decent quality of life to its citizens, a clean and sustainable environment, and application of 'Smart' solutions. It focuses on sustainable and inclusive development by creating a replicable model. Complementing this is the Atal Mission for Rejuvenation and Urban Transformation (AMRUT), which focuses on establishing infrastructure that ensures water supply, sewerage networks, and improved public transport in selected cities. These reforms represent a concerted effort to overhaul urban governance, making cities more livable, economically vibrant, and environmentally sustainable.*

Based on the above source, attempt the following five questions.

**291.** Reforms in Solid Waste Management are moving towards what kind of approach?
(A) A simple system of collection and open dumping
(B) A system managed entirely by rural local bodies
(C) A scientific approach including segregation and recycling
(D) A complete halt to all waste generation in cities

**292.** What is the stated goal of the Smart Cities Mission?
(A) To develop cities with core infrastructure and a high quality of life using 'Smart' solutions
(B) To provide funding exclusively for solid waste management
(C) To focus only on the development of rural infrastructure
(D) To replace all existing municipal bodies with a new central authority

**293.** Which of the following areas is a primary focus for the AMRUT mission?
(A) Providing guaranteed employment in urban areas
(B) Conducting elections for urban local bodies
(C) Formulating state-level urban policies
(D) Establishing infrastructure for water supply and sewerage networks

**294.** The passage suggests that reforms in urban governance are primarily driven by:
(A) a decrease in the urban population.
(B) the mounting pressures of rapid urbanization.
(C) the success of rural governance models.
(D) a reduction in environmental challenges.

**295.** The overall objective of the described reforms in urban governance is to make cities:
(A) more exclusive and focused on a single industry.
(B) dependent entirely on central government funding.
(C) (C) more livable, economically vibrant, and sustainable.
(D) administratively merged with surrounding rural areas.

**Direction :** Please read the following source carefully.

*The financial autonomy and functional effectiveness of local governance bodies, both rural and urban, are deeply intertwined with the institutional mechanisms created by the 73rd and 74th Amendments. The State Finance Commission (SFC) plays a pivotal role in this architecture. It is constitutionally mandated to periodically review the financial position of Panchayats and Municipalities and to make recommendations on the distribution of net proceeds of taxes between the state and local bodies, the determination of taxes that may be assigned to them, and grants-in-aid from the Consolidated Fund of the State. This mechanism is designed to create a predictable and transparent system of fiscal transfers. Another key institutional innovation is the District Planning Committee (DPC). As per the 74th Amendment, the DPC is responsible for consolidating the plans prepared by the Panchayats and the Municipalities in the district and for preparing a draft development plan for the district as a whole. This promotes integrated and holistic development, bridging the rural-urban divide in planning. The successful functioning of these bodies is critical for transforming local governments into genuine institutions of self-governance, capable of planning and financing their own development priorities.*

Based on the above source, attempt the following five questions.

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**25.** (A) P-3, Q-1, R-4, S-2
The structure of rural local government is organized into three distinct hierarchical levels. The village level is managed by a primary executive body, while the intermediate block level coordinates several villages. At the highest level, a district-wide council oversees the entire system. Supporting these levels is a foundational body consisting of the local electorate, which provides the democratic basis for the entire system through direct participation and oversight.

**26.** (A) Pramukh
The intermediate tier of the rural local government system is led by an elected official who oversees the coordination of several village-level bodies. This leader is typically chosen from among the elected members of the block-level council. The role involves presiding over meetings, ensuring the implementation of developmental schemes across the block, and acting as a bridge between the village-level administration and the district-level planning authorities.

**27.** (D) Enactment of state-level legislation.
Local bodies at the village level are primarily responsible for maintaining public amenities, executing rural growth schemes, and managing local finances through taxes and fees. However, the power to create laws that apply to the entire state is strictly reserved for the regional legislative assembly. The functions of the village council are executive and administrative in nature, focusing on the immediate needs of the local community rather than state-wide policy.

**28.** (C) 1, 2 and 4 only
Local self-government institutions possess the authority to generate their own revenue through various local levies and fees. Additionally, they receive financial support from the state's central funds to supplement their resources. To ensure fair distribution, a specialized constitutional body recommends the principles for sharing revenue between the state and these local units. They are not solely dependent on a single source of funding, maintaining a diversified financial structure.

**29.** (C) the recruitment, training, and service conditions of local body employees.
This aspect of local governance focuses on the human resource management of those who work within municipalities and rural councils. It involves establishing rules for hiring staff, providing them with necessary skills through professional development, and defining their career paths. Effective management of these employees is critical for the efficient delivery of public services, as it ensures that the local bureaucracy is competent, motivated, and governed by stable regulations.

**30.** (D) enhance rural livelihood security by providing 100 days of guaranteed work.
This landmark legislation aims to safeguard the economic well-being of rural households by ensuring a minimum amount of paid manual labor each year. By providing a legal right to work, it helps prevent distress migration and creates durable community assets like ponds and roads. The program focuses on empowering the rural workforce, particularly during lean agricultural seasons, thereby strengthening the foundational economy of the country's vast rural hinterlands.

**31.** (A) Both A and R are true and R is the correct explanation of A.
This foundational assembly consists of all registered voters in a village, making it the most direct form of democratic participation. Because it encompasses the entire local electorate, it serves as the ultimate source of authority and accountability for the village council. This direct representation ensures that the needs and preferences of the community are heard, making it the essential base upon which the entire tiered system of local governance is built.

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**32.** (B) Five years
The constitutional provisions establish a uniform duration for local self-government institutions across the country. Members are elected for a set period to ensure stability while maintaining regular democratic accountability. If a body is dissolved before this time is completed, new elections must be held to reconstitute it. This regular cycle of elections allows citizens to periodically review the performance of their local leaders and choose their representatives for the subsequent term.

# ANSWERS

1. (B) The Governor
The executive authority of a state is formally vested in this individual by the Constitution of India. Although acting as the titular head, this official performs most functions based on the advice of the council of ministers. This role serves as a vital link between the central government and the state administration, ensuring that the executive actions are carried out in the sovereign's name.

2. (A) The State Legislative Assembly
This constitutional requirement establishes the parliamentary system where the executive is directly accountable to the elected house. It means that the council of ministers can only remain in office as long as they retain the majority support of the members in this specific legislative body. If they lose a vote of confidence, the entire ministry is required to resign collectively from their administrative positions.

3. (A) Both Statement I and Statement II are true.
Article 213 of the Constitution empowers the executive head of a state to issue legislative instruments when the assembly is not meeting. These executive orders carry the same legal weight as laws passed by the regular legislature but are temporary in nature. They must be approved by the legislature once it reconvenes within a specified timeframe, otherwise they cease to operate as valid laws.

4. (D) It is the chief advisory body to the state government for policy formulation.
This administrative organ serves as the highest level of hierarchy in the state administration, primarily assisting the political executive in decision-making. Its officers help ministers in drafting legislation, preparing the budget, and framing general policies for various departments. Unlike field agencies, its focus is on providing expert advice and coordinating between different wings of the government to ensure smooth and effective regional governance.

5. (C) The Chief Minister appoints the members of the State Public Service Commission.
While the head of government holds significant influence over various administrative appointments, the authority to select members for this constitutional body rests solely with the Governor. This ensures a level of institutional independence for the commission. The head of government may recommend names, but the formal order of appointment is issued by the nominal executive, highlighting the constitutional checks placed on the political executive.

6. (B) Both A and R are true but R is not the correct explanation of A.
The senior-most bureaucrat in the state administration holds the dual role of being the principal advisor to the political leadership and the administrative head of all civil servants. While both functions are critical, the role of advisor does not inherently define the hierarchical leadership over the civil services. These two aspects of the position are distinct responsibilities that coexist within the same high-level administrative office.

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(D) Governor
According to the constitutional provisions, all executive actions taken by a state government are formally expressed to be taken in the name of this titular head. Although the actual powers are exercised by the council of ministers, the legal authority remains centered in this office. This ensures that there is a continuous and stable representative of the state who upholds the constitutional machinery and legal order.

8. (A) The Secretariat formulates policy, while the Directorate implements it.
The state administration is divided into two distinct levels to ensure efficiency. The upper level focuses on providing assistance to ministers in making decisions and framing rules. In contrast, the lower level operates as an executive arm, translating those high-level policies into concrete actions on the ground. This separation allows for specialized technical supervision in

**296.** What is the primary constitutional mandate of the State Finance Commission?
(A) To conduct elections for Panchayats and Municipalities
(B) To prepare the draft development plan for the district
(C) To manage the personnel administration of local governments
(D) To review the financial position of local bodies and recommend fiscal transfers

**297.** The District Planning Committee (DPC) is responsible for which key function?
(A) Consolidating plans from rural and urban bodies to create a district plan
(B) Directly implementing all development projects in the district
(C) Auditing the accounts of the State Finance Commission
(D) Assigning and levying taxes on behalf of local bodies

**298.** The passage suggests that the creation of the State Finance Commission is intended to establish:
(A) a new tier of government at the district level.
(B) a predictable and transparent system of fiscal transfers.
(C) a mechanism for the state to control local budgets directly.
(D) an agency for managing solid waste in cities.

**299.** How does the District Planning Committee contribute to bridging the rural-urban divide?
(A) By providing separate funding for rural and urban areas
(B) By creating a single development plan that integrates plans from both Panchayats and Municipalities
(C) By conducting separate elections for rural and urban bodies
(D) By transferring personnel from urban bodies to rural bodies

**300.** The successful functioning of the SFC and DPC is described as critical for what outcome?
(A) Transforming local governments into genuine institutions of self-governance
(B) Increasing the state's control over local affairs
(C) Abolishing the need for local taxes and fees
(D) Centralizing all planning functions at the state level

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**17.** (B) Balwant Rai Mehta Committee
Established in the late 1950s, this body critically evaluated the community development programs and suggested a fundamental shift toward democratic decentralization. Its proposal for a three-tier institutional structure provided the blueprint for modern local self-government in India. By advocating for the transfer of power and responsibility to elected local representatives, it paved the way for the institutionalization of grassroots democracy across the various states of the country.

**18.** (B) 1, 3 and 4 only
The most senior civil servant in a state holds multiple critical responsibilities, including managing the secretariat and acting as the official record-keeper for cabinet meetings. This individual also serves as the administrative leader of all provincial civil services, ensuring discipline and coordination across departments. However, this position is purely an appointed bureaucratic role rather than a political one, and the individual serves as an advisor to the entire government.

**19.** (C) 20 lakhs
The constitutional amendment regarding rural local bodies mandates a standard three-level structure across the country. However, a specific exemption is provided for smaller regions where a middle level may not be administratively feasible due to a lower population count. Only those states that exceed this specific demographic threshold are required by law to establish the intermediate tier, ensuring a balanced administrative framework that is proportional to the regional population.

**20.** (C) Statement I is true, but Statement II is false.
This specialized constitutional body is established in every state specifically to oversee the democratic process at the grassroots level. While it is responsible for the conduct of elections for rural and urban local bodies, it does not handle elections for the state assembly or the national parliament. Those high-level political contests are managed exclusively by the central Election Commission of India, maintaining a clear division of electoral responsibilities.

**21.** (C) review the financial position of the Panchayats and make recommendations.
This body is periodically constituted to ensure that local self-government institutions have sufficient resources to perform their functions. It evaluates the revenue-sharing arrangements between the state government and local bodies, suggesting improvements in tax distribution and grant allocations. Its role is crucial for maintaining the fiscal health of grassroots institutions, ensuring they can effectively implement local development projects and provide essential public services to the community.

**22.** (A) 4, 2, 3, 1
The journey toward local self-governance in India involved several key stages. It began with early social initiatives, followed by expert evaluations in the late 1950s that suggested structural changes. Later, further reviews in the 1970s proposed different models of organization. Finally, these efforts culminated in a major constitutional change in the early 1990s, which granted permanent legal status and a uniform framework to these local democratic institutions.

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**23.** (D) 74th Amendment Act
This constitutional provision mandates the creation of a specialized body at the district level to consolidate plans prepared by both rural and urban local institutions. By integrating these different perspectives, the committee aims to create a comprehensive development plan for the entire region. This ensures that resource allocation and infrastructure planning are coordinated effectively across the district, bridging the gap between village-level needs and municipal-level urban requirements.

**24.** (A) All persons registered in the electoral rolls relating to a village.
This primary body represents the foundation of grassroots democracy, consisting of the entire adult population of a village who are legally eligible to vote. It serves as a forum for direct participation where citizens can discuss local issues, approve budgets, and scrutinize the performance of their elected representatives. Its inclusive nature ensures that the collective will of the community remains central to the governance and development of the village.

field operations while maintaining a centralized focus on planning.

**9.** (A) P-2, Q-1, R-4, S-3
Within state administration, various officials hold specific hierarchical roles. The nominal head of the region is the constitutional authority, while the political leader manages the government. The highest-ranking civil servant oversees the state bureaucracy, ensuring administrative coordination. At the local level, a specialized officer manages the district, handling revenue and general administration. Understanding these distinct roles is essential for comprehending the overall structure of provincial governance.

**10.** (A) Presiding over the State Legislative Assembly.
The primary officer of a district is tasked with revenue collection, maintaining law and order, and coordinating various developmental projects. However, legislative functions, such as leading sessions of the state assembly, are strictly reserved for the Speaker, who is an elected member of that legislative body. The administrative roles of the district official are executive and judicial in nature, remaining entirely separate from legislative proceedings.

**11.** (D) They are provided under the Sixth Schedule for tribal area administration.
Specific provisions in the Constitution allow for a high degree of self-rule in certain tribal regions of the northeastern states. These specialized bodies possess legislative, judicial, and executive powers to manage local resources and protect indigenous customs. Unlike standard local bodies, they are designed to provide institutional safeguards for the cultural and social identities of specific communities, operating with significant autonomy from state-level control.

**12.** (B) 1, 2 and 4 only
The constitutional head of a state performs several vital functions, including the formal appointment of the political leader and serving as the ceremonial head of higher education institutions. Additionally, this official has the authority to refer specific state bills for the consideration of the President of India. While many duties are performed on ministerial advice, the office does possess certain discretionary powers in specific constitutional situations.

**13.** (C) a focus on regulatory functions to developmental and welfare activities.
Historically, district administration was primarily concerned with revenue collection and the maintenance of law and order. In the post-independence era, this role has transformed significantly to include the implementation of various social welfare schemes and economic growth projects. This shift reflects a move toward a more people-centric approach, where the lead district officer acts as a coordinator for improving the overall quality of life.

**14.** (D) the supervision of government anti-poverty programmes.
This specialized agency was created to ensure the effective implementation of various social welfare schemes specifically targeting the rural poor. Its primary function involves planning, monitoring, and evaluating projects related to employment generation and financial assistance. By operating at the district level, it bridges the gap between state policies and grassroots execution, ensuring that resources reach the intended beneficiaries to reduce rural economic disparities.

**15.** (C) A is true but R is false.
The legislative body of a state is indeed the primary authority for making laws within its jurisdiction. However, for any bill passed by this body to become a legally binding act, the formal approval of the constitutional head is an absolute requirement. Without this assent, or a subsequent override in certain cases, the legislative process remains incomplete. Therefore, the assertion regarding supremacy is correct, while the reasoning is inaccurate.

**16.** (B) A system of police administration in large cities headed by a Commissioner of Police.
In major urban areas, the traditional police structure is often replaced by a more specialized arrangement. Under this setup, a senior police official is granted certain magisterial powers, allowing for quicker decision-making and better control over law and order. This avoids the need for dual coordination with the district magistrate for routine policing matters, resulting in a more streamlined and responsive administrative framework for complex urban environments.

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**33.** (B) The District Planning Committee
This specialized body is constitutionally mandated to act as the primary coordinator for regional development. It collects and synthesizes the individual development plans prepared by rural councils and urban municipalities within its jurisdiction. By creating a unified draft plan for the entire district, it ensures that resources are allocated efficiently and that infrastructure projects are planned in an integrated manner, accounting for both rural needs and urban growth.

**34.** (B) 1, 3 and 5 only
The constitutional changes in the early 1990s formally recognized urban local bodies and introduced a specialized schedule to define their functional domain. The law also mandated the reservation of seats for marginalized communities to ensure inclusive representation in city governance. While it established a framework for municipal institutions, it maintained the requirement for financial reviews through state commissions. These provisions significantly strengthened the legal and democratic foundations of urban administration across the country.

**35.** (C) an area in transition from a rural area to an urban area.
In regions that are gradually moving away from a primarily agricultural economy toward a more urbanized structure, a specialized form of local government is established. This body is designed to manage the unique challenges of rapid growth and changing land use in these developing localities. It provides a bridge in administrative structure, ensuring that as a village grows into a town, it has the appropriate legal framework to manage its expanding infrastructure.

**36.** (D) Municipal Commissioner
While the political leadership of a large city is represented by an elected official, the actual day-to-day administration is managed by a senior civil servant. This professional officer is responsible for implementing the decisions made by the city council and managing the various departments of the corporation. This separation between the deliberative wing and the executive wing ensures that city management is conducted by experienced administrators while remaining politically accountable.

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**37.** (A) Both Statement I and Statement II are true.
The governance of major cities involves a dual structure consisting of a political leader and a professional administrator. The elected head serves as the symbolic and political representative of the citizens, presiding over the council's deliberative meetings. Simultaneously, a senior bureaucrat, usually from the state or national civil services, is appointed to manage the executive functions. This ensures that the city's policies are shaped by public will and executed by administrative experts.

**38.** (B) Property tax, octroi, and user charges.
Urban local bodies rely on several key internal mechanisms to generate the funds necessary for providing essential services. Levies on land and buildings constitute a significant portion of their own-source revenue, supplemented by fees for specific services like water supply and waste management. These local financial tools empower municipalities to maintain infrastructure and respond to the needs of their residents, reducing their total dependence on external grants from higher levels of government.

**39.** (D) large urban agglomerations with a population of one million or more.
As cities grow into massive regional hubs, their management becomes increasingly complex, often spanning multiple municipal jurisdictions. Specialized governance frameworks are required to coordinate planning, transport, and infrastructure across these vast interconnected areas. This approach addresses the challenges of rapid urbanization at a macro level, ensuring that the entire metropolitan region functions as a cohesive unit despite being composed of several different local administrative bodies and specialized agencies.

**40.** (A) scientific processing, recycling, and disposal of waste.
Modern urban management strategies emphasize a sustainable approach to handling the vast amounts of refuse generated by city dwellers. This involves moving away from simple dumping and toward more advanced methods like segregation at the source and the recovery of resources

through composting or energy generation. By focusing on environmental safety and efficiency, these reforms aim to reduce the ecological footprint of cities while improving the overall health and cleanliness of urban environments.

**41.** (B) P-2, Q-3, R-4, S-1
Urban governance is shaped by various national missions and legal frameworks. Some initiatives focus on basic service delivery and core infrastructure, while others promote the use of technology and sustainable development for a better quality of life. Legal amendments provide the constitutional basis for city administration, and specific rules dictate how waste should be managed at the source. Together, these elements form a comprehensive strategy for modernizing and improving the management of Indian cities.

**42.** (A) Atal Mission for Rejuvenation and Urban Transformation.
This national mission focuses on improving the quality of life in urban areas by ensuring the provision of basic infrastructure. Its primary goals include providing reliable water supply and sewerage connections to households, alongside the development of green spaces and public transport. By targeting the fundamental needs of city dwellers, the program seeks to create a more resilient and livable urban environment across various designated towns and cities in the country.

**43.** (D) The mission provides a standardized blueprint for every city to follow.
This urban development initiative is a centrally supported program that uses a competitive selection process to identify cities for modernization. It emphasizes customized local solutions and specialized development for specific urban zones rather than a one-size-fits-all approach. While it promotes the use of technology and sustainable practices, it allows each city to define its own unique path based on its specific geographical, economic, and social characteristics.

**44.** (B) 1, 3 and 4 only
The constitutional framework for urban self-government identifies three specific types of bodies based on the size and nature of the area. These include institutions for large cities, smaller towns, and areas that are currently transitioning from rural to urban status. While other bodies exist for district-wide or rural governance, these three are specifically defined as the core units of municipal administration under the major legislative changes introduced in the early 1990s.

**45.** (C) personnel deputed by the state and those recruited by the corporation.
The workforce in large city administrations typically comprises two different groups of employees. One group consists of senior officers who are temporarily assigned from the state-level civil services to provide administrative leadership and expertise. The other group consists of staff who are directly hired by the municipal body itself to handle various specialized and routine functions. This dual arrangement helps balance professional administrative standards with local operational needs and organizational autonomy.

**46.** (D) are administrative creations under the executive authority of the state government.
These specialized agencies are established by the executive branch of the state to handle the technical and operational aspects of specific government functions. Unlike the secretariat, which focuses on policy advice, these bodies act as the primary engines for implementing programs in the field. They are created through executive orders or administrative decisions to ensure that government services are delivered efficiently and that technical standards are maintained across the entire state.

**47.** (A) Judicial power
The constitutional head of a state possesses the authority to modify or remit sentences given by the courts in certain circumstances. This includes the ability to grant relief or commute punishments for offenses against laws that fall within the executive jurisdiction of the state. While this power is exercised on ministerial advice, it is classified as a function related to the legal and justice system, providing a necessary executive check within the broader judicial framework.

**48.** (A) Both A and R are true and R is the correct explanation of A.
The responsibilities of the lead district officer have expanded far beyond the traditional

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roles of tax collection and maintaining order. In the modern era, this official must navigate complex developmental challenges, coordinate various social programs, and collaborate with diverse stakeholders, including private entities. This increased complexity is a direct result of the government's shift toward a more multi-functional and service-oriented approach to administration, requiring the officer to be an adaptable manager of regional growth.

**49.** (B) The Chief Minister is the keystone of the cabinet arch; if he resigns, the council collapses.
In the parliamentary system, the head of the government holds the most central and decisive position. This leader chooses the other ministers, directs their work, and can trigger the end of the entire ministry by stepping down. Because the existence of the council of ministers depends entirely on this leader's tenure, the office is described as the most critical link in the executive chain, around which the entire provincial administration and political authority revolve.

**50.** (A) protect the distinctive culture and customs of tribal populations.
These specialized local bodies are specifically designed for certain tribal regions to ensure that indigenous communities can govern themselves according to their traditional laws and practices. By granting them control over land, forests, and social customs, the Constitution seeks to prevent the erosion of their unique identities. This autonomous structure provides a buffer against external administrative interference, allowing these populations to manage their internal affairs while remaining part of the larger state.

**51.** (A) 1, 3, 2, 4
The administrative hierarchy in a state is organized with the most senior bureaucrat at the peak, managing the entire provincial machinery. Below this level, regional supervisors oversee groups of districts, followed by the lead officer responsible for each individual district. The lowest level in this specific chain is managed by officers who handle sub-divisions. This structured arrangement ensures a clear line of authority and effective communication from the central state headquarters down to the local levels.

**52.** (C) Statement I is true, but Statement II is false.
Some states choose to have a two-house legislature, consisting of an assembly and a council. While the presence of two houses is a constitutional reality in these regions, the process to create or remove the upper house does not require a complex constitutional amendment. Instead, the national parliament can pass a regular law for this purpose, provided the state's assembly has first passed a resolution requesting such a change with a specific majority.

**53.** (C) project-based and targeted implementation.
The establishment of specialized district agencies represents a move toward a more focused and result-oriented approach to rural development. By creating a dedicated body for managing poverty alleviation schemes, the government ensures that resources are directed toward specific goals and intended beneficiaries. This approach allows for better monitoring and professional management of developmental projects, moving away from generalized administrative methods to a more efficient system of delivering targeted social and economic benefits to the poor.

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**54.** (A) 1, 2 and 3 only
The highest level of rural self-government functions primarily as a coordinating and advisory body for the entire district. It brings together local leaders and members of the state and national legislatures to discuss regional development and oversee the work of smaller local units. While it plays a critical role in planning, it does not possess the power to make laws for the state, and its internal leadership is usually chosen by its own members.

**55.** (D) Every person whose name is in the voter list of the Panchayat area.
Direct democratic participation in a village is facilitated through an assembly that includes every legally recognized voter in that locality. This ensures that every adult resident has a voice in local decision-making, from approving financial plans to reviewing social welfare programs. Participation is not restricted to elected officials or government workers, making this body the most inclusive and representative forum at the grassroots level of the Indian administrative and political system.

has a specific structure, its leadership and exact composition can vary according to the laws enacted by each state.

**86.** (B) To approve the annual budget and plans of the Gram Panchayat.
This assembly of all local voters holds the ultimate power of oversight over the village council. One of its most critical functions is to review and authorize the financial and developmental roadmap for the year. By giving the community the authority to decide how funds will be spent and which projects will be prioritized, the system ensures that the village leadership remains accountable to the residents and that local growth is aligned with the community's collective needs.

**87.** (D) Gram Panchayat, Panchayat Samiti, Zila Parishad
The rural local government structure is organized into a clear three-tier system. At the most local level is the village-level executive body that handles immediate community affairs. Above this is the block-level council that coordinates multiple villages and manages intermediate-level development. The highest level is the district-wide institution that provides overall supervision and coordination for the entire region. This hierarchical arrangement ensures that administration is managed at different scales, from individual villages to the entire district territory.

**88.** (A) 73rd Amendment
A significant constitutional change in the early 1990s introduced a new schedule that lists the various functions and responsibilities that should be transferred to rural local bodies. This list includes twenty-nine items covering areas such as agriculture, education, and social welfare. By defining this functional domain, the Constitution provides a clear framework for state governments to empower village-level institutions, allowing them to take a leading role in the overall development and governance of rural communities.

**89.** (C) the community verifies and scrutinizes the implementation of the scheme.
This transparent evaluative process involves the local population directly reviewing the actual progress and financial records of public projects. By allowing the people who benefit from these programs to check the work done and the money spent, the system promotes accountability and helps uncover any mismanagement or corruption. This method of public oversight ensures that social welfare programs are implemented effectively and that the resources are used for their intended purpose of community development.

**90.** (A) Provision of safe drinking water.
Local councils at the village level are required by law to provide certain basic services that are essential for public health and well-being. Ensuring a reliable supply of clean water to every household is considered one of these fundamental responsibilities. While they also handle many other developmental tasks, these core duties are mandated to ensure that the primary needs of the rural population are met, thereby improving the general living standards and health outcomes in the village community.

**91.** (B) P-3, Q-2, R-4, S-1
Over several decades, various expert bodies have reviewed and suggested improvements for local governance in India. Some recommended a three-tier system of decentralization, while others proposed a two-tier model or focused on administrative arrangements for rural programs. Later evaluations emphasized the need for constitutional recognition to truly empower these institutions. Together, these diverse recommendations shaped the modern framework of local self-government, leading to the current system of democratically elected and legally protected local bodies.

**92.** (B) the lack of a dedicated cadre and issues of dual control.
Managing the employees of local government institutions is often complicated by the absence of a permanent and specialized group of workers for these bodies. Many senior officials are temporarily assigned from state departments, which leads to a situation where they are accountable to both their parent agency and the local council. This lack of a unified and local staff structure can create administrative confusion and hinder the effective and independent functioning of rural and urban local self-government institutions.

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a platform for addressing local grievances. By bringing the administration closer to the people, these committees help ensure that the municipal government is more responsive and accountable to the diverse needs of citizens.

**64.** (B) before the expiration of a period of six months from the date of its dissolution.
The law ensures that local democratic institutions do not remain vacant for long periods if they are ended prematurely. A strict timeframe is mandated for holding fresh elections to reconstitute the body, ensuring that the community is not deprived of its elected representation. This requirement maintains the continuity of local self-government and ensures that the administrative and developmental functions of the council are resumed by a new democratically chosen group within a reasonable and defined period.

**65.** (B) 18 items
This constitutional schedule was introduced to clearly define the functional jurisdiction of urban local bodies. It lists nearly twenty specific areas, such as urban planning, public health, and sanitation, that should ideally be managed by municipalities. By providing this detailed list, the Constitution encourages state governments to transfer these powers to local councils, thereby strengthening the role of city governments in managing their own affairs and improving the quality of life for their residents.

**66.** (A) The Panchayat Samiti
The intermediate tier of the rural local government system plays a crucial role in overseeing the activities of the primary village-level councils within its jurisdiction. It acts as a supervisory body that ensures developmental schemes are implemented correctly and that funds are utilized appropriately. By coordinating the work of several village units, it helps maintain administrative standards and provides a link between the individual villages and the higher levels of district planning and state administration.

**67.** (C) Setting of property tax rates
Management of the workforce within local government involves several key administrative tasks, such as hiring employees, providing them with professional training, and managing their career advancement and discipline. These activities are essential for maintaining an efficient local bureaucracy. However, the determination of tax levels is a policy and legislative function performed by the elected representatives of the council, rather than an administrative task related to the management of government personnel and their service conditions.

**68.** (D) A Council governs a smaller urban area, while a Corporation governs a larger urban area.
The classification of urban local bodies in India is primarily based on the demographic and economic characteristics of the locality they manage. One type of institution is designed for very large cities with significant populations and complex infrastructures. The other type is established for smaller towns that require a less complex administrative structure. While both are forms of municipal government, they differ in their scale of operations, financial powers, and the level of administrative autonomy granted by the state.

**69.** (2, 3, 1)
The rural local self-government system is organized as a three-level hierarchy. At the base is the village-level executive body, which is the most immediate form of governance for citizens. Above this is the intermediate block-level council that coordinates several villages. The apex of the system is the district-wide body that oversees all rural administrative and developmental activities within the region. This tiered structure ensures that governance is balanced across different scales of local administration.

**70.** (D) Statement I is false, but Statement II is true.
The constitutional head of a state possesses certain powers that can be exercised without the advice of the council of ministers. These powers are not always explicitly listed, as some arise from specific situational circumstances. Furthermore, the decisions made by this official when acting in their discretion are protected by law and cannot be contested in a courtroom. This provides the office with the necessary independence to handle political crises or ensure constitutional stability when the government is unstable.

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**100.** (D) providing water, sewerage, and transport to improve urban life quality.
This urban mission focuses on the fundamental needs of residents in several hundred designated cities. Its primary objective is to ensure that every household has access to basic amenities like a reliable water supply and a functional sewerage system. Additionally, the program aims to improve urban mobility through better transport facilities and to create more green spaces and parks. By addressing these core infrastructural gaps, the mission seeks to transform cities into healthier and more comfortable living environments.

**101.** (B) 2, 1, 4, 3
The management of districts in India has undergone a clear progression over time. Initially, the focus was almost entirely on collecting revenue and maintaining law and order. Later, the emphasis shifted toward implementing social and economic development programs. In the contemporary era, the administration has become more service-oriented, focusing on facilitating ease of living for citizens. Additionally, the specialized role of managing disasters has become a critical and distinct part of modern district administrative functions and priorities.

**102.** (B) Statement I is false, Statement II is true.
In major cities, a specialized police system often replaces the traditional structure where the district magistrate oversees the force. Under this modern arrangement, the senior police officer is granted specific powers usually held by executive magistrates, allowing for faster responses to law and order issues. This decentralization of authority removes the police from the direct control of the district administrative head for routine operations, resulting in a more specialized and autonomous policing framework for complex urban environments.

**103.** (A) Both Statement I and Statement II are true.
The administrative structure of a state is divided into two functional types of agencies. The headquarters level operates as a consultative body, providing policy advice and coordination to the political executive. Simultaneously, the field-level organizations act as the implementation wing, carrying out the actual work and delivering services to the public. This separation between staff and line functions ensures that policy formulation is informed by expertise while policy execution is managed by specialized agencies in the field.

**104.** (B) 1, 2, 3 and 5 only
The political leader of a state holds several key positions, including leading the group that plans regional growth and acting as the primary link between the titular head and the cabinet. This individual also has the authority to change the composition of the ministry and represents the state in regional coordination meetings. While they hold significant power over state matters, they do not have the authority to appoint high court judges, as that remains a national-level constitutional process.

**105.** (C) The minister provides policy leadership, while the secretary provides administrative and advisory support.
The relationship within each government department is based on a division of roles between a political leader and a professional administrator. The elected leader is responsible for setting the overall direction, making major decisions, and representing the department in the legislature. In contrast, the senior bureaucrat acts as a permanent expert who provides necessary information, offers professional advice on rules, and manages the administrative machinery to ensure that the leader's policies are effectively implemented and followed.

**106.** (A) The Parliament of India
The authority to establish or abolish an upper house in any state legislature is held by the national legislative body. This process is initiated when the assembly of the concerned state passes a resolution requesting such a change with a specific high-level majority. Once this request is received, the national legislature can pass a regular law to give it legal effect. This ensure that while states can choose their legislative structure, the final legal authorization remains with the central authority.

**107.** (C) Autonomous District Council - Tribal Area Governance
Various specialized institutions are created to manage different geographical and social contexts in India. While some bodies handle standard rural development or large city administration,

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and they must take formal oaths before the constitutional head upon taking office. While the group must follow certain size limits, these details are governed by specific legal and constitutional provisions that ensure the executive remains accountable to the legislature and operates within established rules.

**79.** (A) a district with autonomy in matters concerning its tribal population.
Certain regions in the northeastern part of India are granted a special status to protect the unique cultural and social identities of indigenous groups. Within these specific districts, local councils possess significant powers to make laws and manage internal affairs based on traditional customs. This autonomous structure allows these populations to maintain their heritage and self-rule while remaining an integral part of the state and national framework, ensuring that their specific needs are met by their own community leaders.

**80.** (A) Both Statement I and Statement II are true, and Statement II is the correct explanation of A.
In the parliamentary form of government, the titular head acts as a ceremonial figure while the actual power rests with the political leader. This leader heads a group of advisors who collectively manage the administration and provide guidance to the nominal executive. Because this individual is the head of the body that provides the necessary advice for all administrative actions, they are considered the real authority responsible for the governance and direction of the state's executive branch.

**81.** (B) Democratic decentralization
The development of local self-government institutions is based on the idea of moving power away from a central authority and toward the people at the local level. This process allows citizens to take charge of their own affairs and participate directly in the decisions that affect their lives. By empowering grassroots institutions, the system aims to make governance more responsive, accountable, and inclusive, which is considered a fundamental goal of a healthy and vibrant democratic society.

**82.** (A) Both A and R are true and R is the correct explanation of A.
The legislative changes in the early 1990s are considered a turning point because they formally recognized local bodies as a permanent part of the country's governance structure. By embedding these institutions in the Constitution, the laws ensured that they would have regular elections, a defined functional domain, and a reliable framework for financial support. This ended the period of uncertainty for local governance and provided a consistent national model for both rural and urban local self-government institutions.

**83.** (C) State Election Commission
To ensure that the democratic process at the local level is conducted fairly and independently, a specialized constitutional body is established in every state. This agency is responsible for all aspects of local elections, from updating the voter lists to supervising the actual voting process. Its independence is protected by law to prevent interference from the political executive, thereby maintaining the integrity of grassroots democracy for both rural village councils and urban municipal institutions across the state.

**84.** (D) determining the principles for tax distribution between State and Panchayats.
This specialized body plays a critical role in ensuring the financial sustainability of local self-government. Every few years, it reviews the fiscal health of local bodies and recommends how revenue from state taxes should be shared with them. It also suggests ways to improve the own-source revenue of these institutions and defines the rules for providing them with additional financial grants. This ensures that local councils have enough funds to perform their developmental and administrative functions effectively.

**85.** (C) 1, 2 and 3 only
This constitutionally mandated body serves as the primary integrated planning agency for a district. Its membership is largely composed of elected representatives from both rural and urban local bodies, ensuring that the diverse needs of the entire region are represented. Its main task is to collect and combine individual development plans into a single cohesive document. While it

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**56.** (A) promote democratic decentralization and empower local self-governments.
These major constitutional changes were enacted to transfer power and responsibility from the state level to the local level. By granting formal legal status to rural and urban bodies, the amendments aimed to encourage direct participation by citizens in their own governance. This process of decentralization ensures that local issues are addressed by those most affected by them, thereby strengthening the democratic foundation of the country and improving the delivery of public services.

**57.** (A) P-3, Q-4, R-1, S-2
The Constitution contains specific articles that define the framework for local self-government in both rural and urban areas. These provisions cover the formal establishment of local councils, as well as the creation of specialized bodies for managing finances and conducting elections. By embedding these details in the supreme law of the land, the system ensures a high degree of uniformity and stability for local democratic institutions across all the different states of the country.

**58.** (A) ensure transparency and accountability in the implementation of the programme.
This evaluative process involves the local community directly examining the implementation of public works and the utilization of funds. By allowing citizens to scrutinize records and verify the actual work done on the ground, the system helps identify irregularities and prevents corruption. This method of public oversight ensures that the benefits of the employment program reach the intended workers and that the assets created are of high quality and community value.

**59.** (D) A Gram Panchayat operates at the village level, while a Panchayat Samiti operates at the intermediate/block level.
The rural local government system is structured into tiers to manage different geographical scales. The most basic unit focuses on the immediate needs of a single village or a small group of villages. In contrast, the next level up serves as a bridge, coordinating developmental activities across a larger block of territory. This hierarchical arrangement allows for local issues to be handled at the village level while larger infrastructure projects are managed more effectively.

**60.** (A) 1, 2 and 3 only
This specialized official is appointed by the head of the state to manage the democratic process for local bodies. To ensure independence, the office is protected by strict rules for removal, similar to those of a high court judge, and the person is responsible for the vital task of preparing voter lists. However, the law provides safeguards to ensure that the individual's employment terms cannot be negatively altered after they have already started their term.

**61.** (C) The increasing proportion of a country's population living in urban areas.
This demographic phenomenon involves a steady shift of people from rural regions to towns and cities, leading to a higher concentration of the national population in urban centers. It is driven by factors such as industrialization, better employment opportunities, and improved access to services like education and healthcare. This trend poses significant challenges for administration, as it requires the constant expansion of urban infrastructure, housing, and public utilities to support the growing number of city residents.

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**62.** (D) Town Area Committee
The constitutional framework for urban governance formally recognizes three specific categories of municipal bodies based on the size and nature of the locality. These include councils for large cities, smaller urban areas, and regions in transition. Older forms of local administration that were common before these constitutional changes have been largely replaced or integrated into this new uniform system. The modern law aims to provide a consistent and legally protected structure for all urban local self-government institutions.

**63.** (A) Both A and R are true and R is the correct explanation of A.
In larger urban centers, specific committees are mandated by law to provide a more localized form of governance within different parts of the city. These bodies are intended to encourage residents to take an active interest in the management of their immediate neighborhoods and to provide

**93.** (C) elected by and from amongst the elected members thereof.
The leadership of the intermediate level of rural local government is chosen through an indirect election process. After the general members of the block-level council are elected by the people, they meet to select one person from their own group to serve as the chairperson. This ensures that the leader of the body has the support and confidence of the other elected representatives, facilitating smoother coordination and management of the various developmental activities across the block.

**94.** (C) 1, 3 and 4 only
The constitutional framework for urban governance established several key requirements to ensure effective city management. This includes the creation of integrated planning bodies for major metropolitan regions and the provision of a standard five-year term for all municipal councils. It also mandates the reservation of leadership positions for marginalized groups to promote inclusive governance. While it provides a list of functions for municipalities, the actual transfer of these responsibilities is left to the discretion of each state government.

**95.** (A) A governing body for a smaller urban area.
This specific category of municipal institution is designed for towns that have a significant urban population but are not large enough to be classified as major cities. It provides a structured form of local self-government to manage urban needs such as sanitation, lighting, and basic infrastructure. By establishing these councils, the law ensures that smaller urban centers have a democratically elected body to handle their specific local affairs and to improve the overall urban environment.

**96.** (B) councillors directly elected by the people, along with some nominated persons.
The governing body of a large city typically consists of a diverse group of members. The majority are representatives chosen by the citizens through direct voting in various city wards. To add specialized expertise or represent specific interests, the state government may also appoint a few individuals who do not have voting rights in the council. This combination ensures that city governance is primarily democratic while also benefiting from the knowledge and experience of appointed experts and community leaders.

**97.** (A) Both A and R are true and R is the correct explanation of A.
Administering large regional urban centers is often difficult because multiple independent local bodies and specialized agencies operate within the same area, leading to overlapping roles and lack of coordination. To address this, the Constitution provides for the establishment of high-level committees specifically tasked with creating an integrated development plan for the entire metropolitan region. This approach ensures that planning for infrastructure and services is unified, reducing administrative fragmentation and improving the overall management of large city regions.

**98.** (A) Conducting elections for the State Legislative Assembly.
Large city administrations are responsible for a wide range of urban functions, including town planning, maintaining public health, and managing waste. They also regulate land use and building construction to ensure orderly city growth. However, the management and conduct of political contests for the provincial legislature are handled by specialized election agencies at the state and national levels. The municipal corporation's role is strictly limited to administrative and developmental services within its city boundaries, not state-wide political processes.

**99.** (C) apply smart solutions to improve life and sustainable development.
This national urban initiative seeks to modernize city living by integrating technology with sustainable infrastructure. Its main goal is to improve the quality of life for residents by addressing core urban challenges through innovative and data-driven methods. This includes enhancing public transport, optimizing resource usage like water and electricity, and creating more efficient waste management systems. The program emphasizes creating more livable, resilient, and inclusive urban spaces that can serve as models for urban growth across the country.

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**71.** (D) a regulatory-focused system to a multi-functional development-oriented system.
Historically, the management of districts was primarily concerned with collecting revenue and maintaining law and order. However, in contemporary times, this role has evolved to encompass a wide range of functions, including social welfare, economic planning, and infrastructure development. This transformation reflects a shift toward a more comprehensive approach to governance, where the district machinery acts as the primary agency for implementing diverse government programs aimed at improving the overall well-being of the population.

**72.** (A) 1 and 2 only
The powers of a state government are generally aligned with the areas in which its legislature can pass laws. While states have their own specific domain, they also share certain areas with the national government. In these shared areas, a central law will take precedence if there is any disagreement between the two. These provisions maintain a balance of power within the federal system while ensuring a degree of legal uniformity across the entire country for critical matters.

**73.** (C) the 'linchpin' of the state administration.
The most senior civil servant in a state holds a central and indispensable position within the administrative machinery. This official acts as the primary coordinator between all government departments, provides expert advice to the political leadership, and manages the entire state bureaucracy. Because this role is essential for the smooth functioning and integration of various administrative wings, it is often described as the most critical link that holds the entire structure of provincial governance together and ensures its stability.

**74.** (A) to serve as a 'line' agency for programme execution.
These specialized administrative bodies function as the executive arms of the state government, focusing on the practical implementation of policies in the field. They are headed by technical experts and are responsible for directing and supervising the actual delivery of services across the state. By separating execution from the policy-making functions of the secretariat, these agencies ensure that government programs are managed with technical proficiency and that operations are supervised effectively throughout the entire region.

**75.** (A) P-3, Q-4, R-1, S-2
District administration is organized into multiple levels, each with a designated lead officer. The entire region is managed by a senior official, while sub-divisions are handled by another level of administration. Smaller units within the sub-divisions are overseen by specialized revenue and administrative officers. At the most granular level, a village-level worker handles basic records and coordination. This structured hierarchy ensures that administration and revenue collection reach from the district headquarters down to every individual village.

**76.** (B) Acting as a facilitator for citizen-centric services.
In the modern era, the role of the lead district officer has moved toward a more service-oriented approach. Instead of focusing solely on control and regulation, the officer now works to ensure that citizens can easily access various government services and benefits. This involves managing digital platforms, improving public transparency, and coordinating between different departments to provide a seamless experience for the public. This change reflects the growing importance of accountability and responsiveness in contemporary administrative practices.

**77.** (C) Presiding over cabinet meetings.
The constitutional head of a state performs several formal duties, such as appointing senior legal officials and summoning the sessions of the local legislature. This official also has the ceremonial power to nominate members to the upper house. However, the actual meetings where government decisions are made and policies are discussed are always led by the political head of the state, not the nominal executive. The titular head remains outside the day-to-day political deliberations of the cabinet.

**78.** (B) 2, 3, 4 and 5 only
Members of the state executive body are required to be part of the legislative house, or they must become members within a specified short period. Their salaries are decided by the local legislature,

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certain regions require a unique setup to protect indigenous communities. These specialized councils are granted significant powers to manage local affairs according to traditional customs. This specific arrangement ensures that tribal populations have the necessary self-rule to preserve their heritage while remaining connected to the broader administrative framework of the state and the country.

**108.** (B) effectively manage and oversee the implementation of poverty alleviation programmes.
This specialized agency was established at the district level to ensure that national and state social welfare programs are executed efficiently. Its main goal is to coordinate various projects aimed at reducing rural poverty and generating employment. By providing a dedicated administrative framework for these schemes, it helps ensure that financial aid and resources reach the most vulnerable households. This results in more targeted development and better monitoring of the results of social welfare initiatives in rural areas.

**109.** (C) 21 years
To encourage younger residents to participate in local self-government, the minimum age requirement for becoming a member of a village or town council is lower than that for the state or national legislatures. While a person must be eighteen to vote, they must reach this slightly higher age threshold to hold an elected office. This provision aims to strike a balance between allowing energetic youth participation in grassroots democracy while ensuring that representatives have a basic level of maturity for local leadership.

**110.** (D) Gram Sabha
The vision of self-reliant and self-governing village communities is most directly embodied in the assembly of all local voters. This body allows every resident to participate directly in decision-making and to oversee the affairs of their own community. Because it promotes direct democracy and empowers the entire village population to manage their own local development, it is considered the closest institutional representation of the ideal of grassroots self-rule and community empowerment envisioned by the nation's foundational leaders.

**111.** (C) A is true but R is false.
This specialized constitutional body is established periodically by the state's nominal head to review the fiscal health of local government institutions. Its main task is to recommend how revenue from state taxes should be distributed to rural and urban local bodies. While it plays a critical role in financial planning for local governance, it is not responsible for the overall state budget, which is a separate task handled by the state's political executive and finance department.

**112.** (B) Village level, Intermediate level, District level
The rural local government system is organized into three distinct hierarchical levels to ensure effective administration across different scales. The most basic unit manages the immediate needs of each village community. A middle level coordinates several villages and manages larger block-wide developmental projects. Finally, a district-level institution provides overall supervision and integrates planning for the entire region. This tiered structure ensures that governance is balanced and that local development is coordinated effectively from the grassroots to the district level.

**113.** (B) The President of India on the recommendation of the Parliament.
To maintain the independence of the official responsible for conducting local elections, the process for their removal is made difficult and is kept away from the direct influence of the state government. The procedure is similar to that required for removing a high court judge, involving a high-level national process. This legal safeguard ensures that the official can perform their duties without fear of political retaliation, thereby protecting the integrity of the democratic process in rural and urban local bodies.

**114.** (B) 1, 3 and 4 only
This major employment program is designed to provide economic security to rural households by guaranteeing a minimum amount of annual paid work. It includes mandatory participation for women and provides for financial compensation if the government fails to provide work within a certain timeframe. The program is driven by the

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demand of the workers themselves, ensuring that those in need of income can access manual labor opportunities close to their homes, which helps reduce rural poverty and distress migration.

**115.** (C) President/Chairperson, who is the political head.
The governing body of a smaller urban area is led by an elected official who serves as the primary political representative of the town. This leader presides over the deliberative meetings of the council and provides overall direction for the town's governance. While administrative tasks are handled by a professional officer, the political leadership and accountability rest with this elected head, who ensures that the council's decisions reflect the needs and preferences of the local urban residents.

**116.** (D) administering large, multi-jurisdictional urban regions.
As major cities expand, they often grow beyond their original boundaries, encompassing several different municipal areas and specialized service agencies. Managing these vast interconnected regions requires a unified approach to planning, transport, and infrastructure. This specialized form of governance addresses the unique challenges of integrated development across a large urban agglomeration, ensuring that the entire region functions efficiently as a cohesive unit despite having multiple local administrative bodies and diverse service requirements.

**117.** (C) Segregating waste into categories at the point of generation.
Modern waste management relies on the practice of sorting refuse into different types, such as wet organic waste and dry recyclable materials, right at the source. By doing this where the waste is first produced, it becomes much easier and more efficient to process and recycle the materials. This method reduces the total amount of waste that ends up in landfills and improves the effectiveness of composting and resource recovery, contributing to a cleaner and more sustainable urban environment.

**118.** (B) Smart Cities is competitive, while AMRUT is entitlement-based.
Two major urban development programs differ in how they select and fund projects. One initiative uses a challenge-based system where cities compete for funding based on their proposals for modernization and technology use. The other program provides support to a large number of designated cities based on established criteria to ensure they have basic infrastructure like water and sewerage. This dual approach encourages innovation in selected cities while ensuring that fundamental urban needs are met across a broader range of towns.

**119.** (D) transitioning from a village to a town.
In areas that are moving away from a primarily agricultural economy and showing signs of increasing urbanization, a specialized form of local government is established. This body is designed to manage the unique administrative needs of these developing localities, which are neither purely rural nor fully urbanized. By providing a structured council for these regions, the law ensures that they have the appropriate framework to manage their growth and provide necessary urban services as they evolve into more established towns.

**120.** (A) Income Tax on individuals
Large city administrations rely on various local sources to generate revenue for providing public services. This includes levies on land and buildings, along with taxes on professions and trades within their jurisdiction. They also receive financial support through grants from the state government. However, the authority to tax personal income is held exclusively by the national government. Municipalities must use their own local fiscal tools and state support to maintain infrastructure and manage the needs of their urban population.

**121.** (A) P-4, Q-1, R-2, S-3
Various administrative and local government bodies in India are led by specific officials with distinct titles. Large cities are represented by an elected political head, while intermediate rural councils are led by a different type of chairperson. At the regional level, the political leader of the state manages the government, and each district is overseen by a senior administrative and revenue officer. Understanding these specific leadership roles is essential for recognizing the hierarchical structure of governance across both urban and rural areas.

NODIA

**122.** (A) the service conditions, recruitment, and training of municipal employees.
This aspect of urban governance involves the management of the workforce that carries out the day-to-day operations of city government. It includes setting rules for hiring, providing professional development through training programs, and defining the benefits and career paths for municipal staff. Efficient management of these personnel is critical for the effective delivery of urban services like sanitation and water supply, as it ensures that the city administration is staffed by competent and well-regulated employees.

**123.** (D) Federal role
The constitutional head of a state occupies a unique position that connects the regional administration with the national government. By keeping the central authority informed about the state's affairs and ensuring that the provincial government operates within constitutional limits, this official maintains the stability of the entire political system. This function is essential for the smooth operation of the partnership between the union and the states, balancing regional autonomy with the requirements of national unity and constitutional order.

**124.** (B) Part VI
The organization and functioning of the government at the provincial level are defined in a specific section of the Indian Constitution. This part outlines the powers and roles of the titular head, the political executive, and the legislative body within each state. It provides the legal foundation for how the state administration is structured and how its various branches interact, ensuring that all provincial governance is conducted according to a consistent and legally established national framework.

**125.** (B) 2 and 3 only
In several states, the legislative branch consists of two houses with different characteristics. One house is a permanent body where members are chosen periodically, and it cannot be dissolved. The other house is composed of directly elected representatives, and its size varies depending on the population of the state. While most states have only one house, this two-house structure provides for additional deliberation and broader representation in the legislative process for those regions that choose to adopt it.

NODIA

**126.** (D) Presiding over the State Legislative Assembly.
The most senior bureaucrat in a state administration performs multiple critical roles, such as providing expert advice to the political leader and coordinating between various government departments. This official also serves as the administrative head of all provincial civil services and manages the records of cabinet meetings. However, the duty of leading the sessions of the legislative body is a separate political role held by an elected official, not by a member of the permanent civil service.

**127.** (C) Statement I is true, but Statement II is false.
The office of the primary district officer was established during the colonial era to manage revenue and maintain control. Since the country became independent, the role of this official has undergone significant changes to adapt to a democratic and developmental framework. While the office remains a central part of the administration, its focus has shifted from mere regulation to coordinating social welfare and economic growth programs. This evolution demonstrates how an old administrative structure can be successfully repurposed for modern governance.

**128.** (B) To provide self-governance for tribal populations in specific states.
These specialized local bodies are established in certain tribal regions to ensure that indigenous communities can manage their own affairs according to their unique customs and traditions. They possess legislative, executive, and judicial powers to regulate land, forests, and social practices. By providing this high degree of autonomy, the system seeks to protect the cultural identity of tribal groups and ensure that their specific developmental needs are met by their own community-based leadership.

**129.** (B) ensure a specialized agency for implementing rural development.
The creation of a dedicated organization at the district level was intended to improve the execution of various social welfare and poverty reduction schemes. By separating these developmental tasks from general

**144.** (B) The Government of India Act, 1919
An early twentieth-century reform introduced a unique system of shared administration at the provincial level. It divided government subjects into two categories: one managed by ministers responsible to the legislature and another handled by the executive under the direct control of the titular head. This experiment in divided responsibility was an important step in the evolution of regional governance, as it introduced the concept of elected representatives taking charge of specific social and developmental areas of administration.

**145.** (A) P-3, Q-4, R-2, S-1
Provincial governance is based on several key principles and legal powers. Some states use a two-house legislative structure, while the entire ministry remains accountable to the primary elected house as a single unit. The executive head possesses the authority to issue temporary laws and can also act without ministerial advice in specific situations. Understanding these concepts helps clarify how power is distributed and exercised within the state government, balancing executive authority with legislative oversight and collective accountability.

**146.** (D) Statement I is false, but Statement II is true.
The highest level of the rural local government system is not designed to be a powerful executive body. Instead, the legal framework primarily envisions it as an institution that provides overall coordination and advisory support for the entire district. While it oversees the work of smaller units and integrates regional plans, the actual implementation of many developmental schemes occurs at lower levels. Its role is to ensure that rural development is balanced and synchronized across the entire district territory.

**147.** (C) whether to have a separate state-level cadre or allow local bodies to recruit staff.
A significant debate in local governance concerns how employees should be managed and assigned. Some argue that having a unified state-wide service for local bodies ensures professional standards and easier transfers. Others believe that local bodies should have the autonomy to hire their own staff to ensure local accountability and better management. Resolving this issue is critical for improving the capacity of rural and urban councils to deliver effective public services and manage their internal administrative affairs.

**148.** (D) sanction and implement works.
This major national employment program empowers village-level councils to take a leading role in local development. These councils have the authority to identify and approve specific public projects and are responsible for their actual implementation on the ground. By placing these powers at the most local level, the system ensures that the works undertaken reflect the community's priorities and that the employment benefits are managed directly by those who live and work in the village.

**149.** (C) It was not approved by the Chief Minister before introduction.
Laws passed by the state legislature must conform to several legal and constitutional standards. They can be invalidated if they infringe on fundamental rights, trespass into the national government's legislative domain, or conflict with a central law in shared areas. However, internal administrative procedures, such as whether a bill received a specific leader's personal approval before being presented, are not legal grounds for a court to strike down a law that has been properly passed and enacted.

**150.** (A) Both A and R are true and R is the correct explanation of A.
The constitutional head of a state is appointed by and serves at the discretion of the national president. this arrangement is intentional, as it allows this official to act as a crucial intermediary between the union government and the regional administration. by holding office in this way, the official is empowered to monitor the functioning of the state government and to ensure that it operates in accordance with the country's supreme law and constitutional principles.

**151.** (D) is a field agency with integrated authority in a specific territorial division.
This type of administrative organization operates as an intermediate level of management between the state headquarters and the individual districts. It is responsible for overseeing and coordinating a group of districts within a specific geographic area. By providing a unified authority at the regional level, it ensures that government

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combined with a slow transfer of funds and powers from state governments, often limits their ability to independently plan and execute local developmental projects and provide essential community services.

**137.** (C) Providing a universal health insurance scheme for urban residents.
A major urban mission focuses on improving basic infrastructure across several hundred cities by ensuring reliable water supply and sewerage connections. It also aims to enhance urban living by creating parks and developing better public transport facilities. While these improvements contribute significantly to public health and overall life quality, the program is not designed to manage or provide broad social insurance schemes, which are typically handled through separate national or state-level health and welfare departments.

**138.** (A) Mayor; Municipal Commissioner
Large city administrations are structured with a clear division between political leadership and professional management. The elected head serves as the symbolic first citizen and chairs the council's meetings, representing the political will of the residents. In contrast, the administrative head is a senior civil servant who manages the executive functions and implements the council's decisions. This dual arrangement ensures that the city is governed democratically while being managed with professional administrative expertise and continuity.

**139.** (D) a town with a population between 20,000 and 3,00,000.
This specific type of municipal body is established for smaller urban centers that have reached a certain size and level of economic activity. It provides a formal framework for managing urban services such as street lighting, waste disposal, and basic infrastructure maintenance. By creating these councils for medium-sized towns, the state ensures that these growing urban areas have a democratically elected local government that is suited to their specific scale and administrative needs.

**140.** (B) 2, 3, 1
Urban local bodies are classified into different types based on the characteristics of the areas they govern. The system starts with bodies for locations that are transitioning from rural to urban status. Next are institutions for established small to medium-sized towns. The largest and most complex urban areas are managed by a third type of institution. This structured classification ensures that each urban locality has a form of government that is appropriate for its specific population size and administrative complexity.

**141.** (C) Appointing the Chief Minister when no party has a clear majority.
The constitutional head of a state usually acts on the advice of the political leadership. However, in specific situations where the political outcome of an election is unclear, this official must exercise personal judgment to select a leader who can form a stable government. This situational discretion is essential for resolving political deadlocks and ensuring that the state's administration continues to function smoothly. It highlights the official's critical role in upholding the constitutional machinery during times of political uncertainty.

**142.** (D) revenue collection and law and order maintenance.
The office of the primary district officer was originally created by the colonial administration with two very specific and practical goals: to ensure the steady collection of taxes and to maintain the stability of the region. This foundation in regulation and financial oversight defined the initial character of district management. While the role has expanded significantly to include developmental tasks in the modern era, these two original functions remain core aspects of the office's identity and administrative responsibility.

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**143.** (B) 3 and 4 only
The senior-most bureaucrat in a state serves as the head of the entire administrative headquarters and acts as a generalist who handles any matters not assigned to other specialized secretaries. While this official holds immense influence and responsibility, the appointment is made by the state's political leader rather than the national government. The tenure of this position is not fixed by law for a long period but depends on the confidence of the state's political executive and administrative requirements.

**159.** (A) providing infrastructure and services to a growing population.
The rapid shift of the population into cities creates immense pressure on existing public utilities and social services. Administrative bodies must constantly work to expand water supply, waste management, and public transport to keep up with this growth. They also face the challenge of providing adequate housing and maintaining public health in densely populated urban centers. Managing this continuous demand for better and more extensive urban facilities is a primary and ongoing task for modern city and town governance.

**160.** (B) A Nagar Panchayat represents a transitional area, while a council represents a smaller urban area.
The classification of urban local bodies is based on the specific character of the locality. One type is designed for regions that are moving away from being rural villages and are beginning to urbanize. The other type is for established towns that are already urban but not large enough to be major cities. This distinction ensures that the form of local government and the level of administrative complexity are appropriate for the specific stage of growth and needs of the community.

**161.** (B) 74th Amendment Act
A significant constitutional change introduced a mandatory body for major urban regions to ensure coordinated and integrated planning across multiple jurisdictions. This committee brings together representatives from various local bodies to create a unified development plan for the entire metropolitan area. By addressing the interconnected needs of a large city region, such as transport and environment, this institution helps overcome the problems of administrative fragmentation and ensures a more cohesive approach to the management of massive urban agglomerations.

**162.** (A) Both Statement I and Statement II are true.
Modern urban development initiatives use different organizational models for implementation. One competitive program creates a specialized, corporate-style entity for each city to manage its technological and modernizing projects independently. Another program, which focuses on basic infrastructure across many more cities, works through the existing state and municipal administrative structures. These different approaches allow for targeted innovation in some areas while strengthening the traditional administrative framework for providing essential public services to a broader urban population.

**163.** (C) during the pleasure of the President.
While the normal tenure for the constitutional head of a state is five years, the office is not held for a fixed term in the same way as legislative positions. The individual occupies the post as long as they retain the confidence and support of the national authority that appointed them. This means they can be moved or removed at any time before their term ends, ensuring that the office remains a reliable link between the national and state governments.

**164.** (D) the entire ministry must resign if it loses the confidence of the Legislative Assembly.
In the parliamentary system, the executive body functions as a single unit before the legislature. This means that all ministers are equally responsible for the decisions and actions of the government. If the primary elected house expresses a lack of faith in the ministry through a formal vote, the entire group must step down together. This principle ensures that the government always possesses the majority support of the people's representatives and maintains a unified stance on administrative policies.

**165.** (B) P-3, Q-4, R-1, S-2
Local governance involves several specialized bodies with distinct roles. The foundation of the system is the assembly of all local voters, while the highest level of rural government provides overall regional coordination. Financial health is ensured by periodic reviews from a specialized commission, and integrated planning for the entire district is handled by a dedicated committee. Together, these institutions form a comprehensive framework for democratic decentralization, ensuring that planning, finance, and oversight are managed effectively across both rural and urban areas.

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policies are implemented consistently across several districts and that complex regional issues are handled with a broader perspective, improving the overall efficiency of the state's field administration.

**152.** (A) the increasing importance of welfare and development functions.
The role of the primary district officer has been reinterpreted to highlight a shift in focus toward social and economic progress. In contemporary governance, this official is increasingly viewed as a manager of growth and a coordinator of welfare schemes, rather than just a regulator of law and order. Using titles that emphasize development reflects the state's priority of improving public services and livelihoods, making the district administration more responsive to the needs and aspirations of the local community.

**153.** (C) 1, 2, 3 and 5 only
Urban local bodies generate income through several channels, including property taxes and charges for utility services. They also receive financial support from the state government in the form of grants and can seek loans for major projects with appropriate authorization. These multiple sources provide the fiscal basis for city management and infrastructure. However, they do not have a mandatory claim to a fixed half of the national income tax, as tax sharing is based on different periodic constitutional recommendations.

**154.** (A) The Sarpanch of the Gram Panchayat.
The assembly of all village voters is presided over by the elected leader of the village council. This ensures that the meeting is led by a representative who is directly accountable to the local community. The leader's role involves facilitating discussions on local issues, ensuring that the assembly's decisions are recorded, and overseeing the presentation of financial and developmental plans for the community's review and approval, thereby fostering direct democratic participation at the grassroots level.

**155.** (D) Nagaland, Meghalaya, and Mizoram
Specific provisions in the Constitution exempt certain states in the northeastern part of India from the standard rural local government framework. This is because these regions have their own long-standing traditional systems of community self-governance and tribal councils. By not applying the national model to these areas, the law respects their unique cultural heritage and allows them to maintain their traditional administrative structures, while they continue to develop their own systems of local democratic participation.

**156.** (B) Governor
The specialized body tasked with reviewing the financial position of local government institutions submits its findings and recommendations to the state's constitutional head. This official then ensures that the report, along with a statement of the actions taken by the government, is presented before the legislative assembly. This process ensures that the fiscal needs of local bodies are formally recognized and that the government's plans for revenue sharing are subject to public and legislative scrutiny.

NODIA

**157.** (C) L. M. Singhvi Committee
In the mid-1980s, an expert panel emphasized that local self-government institutions would only be truly effective and stable if they were granted formal status in the country's supreme law. This recommendation was a pivotal moment in the movement for decentralization, as it highlighted the need to protect these bodies from arbitrary interference and to ensure regular elections. This proposal eventually led to the landmark constitutional changes that institutionalized rural and urban local bodies across all states.

**158.** (D) AMRUT
While many national programs are designed specifically to address rural challenges like employment, road connectivity, and livelihood security, some initiatives are focused exclusively on urban areas. This particular mission targets several hundred designated towns and cities to improve their core infrastructure, such as water supply and sewerage. It is a key part of the government's strategy for managing urbanization and improving city living, and it operates entirely within the municipal and urban planning framework rather than the rural development sector.

work of their district-level leaders and choose their future representation.

**188.** (B) Appointing the Block Development Officer (BDO).
The assembly of all village voters performs several vital tasks, such as reviewing the annual plan of the village council and identifying the people who should receive government assistance. It also serves as a forum for checking the work done in the village through public audits. However, the appointment of professional administrative staff for the block level is a task handled by the state government, not by the local village assembly, ensuring a professional and centralized civil service structure.

**189.** (C) the principle of 'waste-to-energy' and scientific landfilling.
Modern strategies for handling urban refuse focus on moving away from traditional dumping and toward more sustainable and technologically advanced methods. This includes using waste to generate power and ensuring that any remaining refuse is buried in a way that protects the environment. These reforms aim to reduce the ecological impact of cities while maximizing the recovery of resources. By adopting scientific approaches to management, city governments can improve public health and contribute to a more sustainable urban future.

**190.** (D) A committee to prepare a draft development plan for the Metropolitan area as a whole.
As major cities grow into massive regional hubs, they require a unified approach to planning that spans multiple local jurisdictions. This specialized committee is constitutionally mandated to coordinate and integrate the individual plans of various municipalities and rural councils within the metropolitan region. Its primary goal is to create a single cohesive development document that addresses large-scale issues like transport, housing, and the environment, ensuring that the entire region grows and functions as an integrated and efficient unit.

**191.** (D) A is false but R is true.
The specialized councils established for certain tribal regions possess significant self-governing powers, but they do not operate with absolute independence from the state. The regional constitutional head holds the authority to suspend or cancel any of their decisions if they pose a threat to public safety or the legal order. This safeguard ensures that while tribal communities have autonomy to manage their traditional affairs, their actions remain within the broader framework of state and national security and constitutional stability.

**192.** (B) Article 164
The fundamental rules for the organization of the state executive are defined in specific constitutional provisions. One of these articles outlines the process for selecting the political leader of the state and the other ministers. It specifies that the titular head appoints this leader and that the entire council of ministers is collectively accountable to the primary elected house. This legal framework provides the basis for the parliamentary form of government at the state level, ensuring a clear and standardized selection process.

**193.** (B) strengthen the Zila Parishad by bringing implementation machinery under its control.
In several states, the specialized agency for managing rural programs has been integrated with the district-level local government body. This move is intended to unify the planning and implementation of developmental projects under the leadership of the elected district council. By bringing the executive machinery directly under the control of the local government, the system aims to improve efficiency and accountability, ensuring that developmental activities are more closely aligned with the priorities and decisions of the district's democratic representatives.

**194.** (B) 2, 4 and 5 only
This specialized constitutional body is established periodically to review the fiscal condition of both rural and urban local government institutions. Its main task is to suggest the principles that should guide the distribution of tax revenue between the state and these local bodies. The recommendations are presented to the state's titular head for further legislative action. This process ensures that local councils have a regular and fair system for receiving the financial resources necessary to perform their administrative and developmental functions effectively.

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**166.** (B) creating a specialized municipal cadre with adequate training.
Managing cities effectively requires a professional and dedicated workforce that understands the unique challenges of urban administration. A key reform involves establishing a permanent group of municipal employees with specialized skills in areas like urban planning, finance, and waste management. By providing regular professional development and a clear career structure, city governments can improve their administrative capacity and service delivery, reducing their dependence on temporary staff and ensuring more consistent and efficient management of complex urban environments.

**167.** (D) He can dissolve the state assembly at any time without the Governor's approval.
The political head of a state holds substantial powers, such as selecting other ministers and acting as the main communicator with the nominal executive. This leader also guides the work of the cabinet and can recommend the end of the legislative session. However, the final legal authority to end the assembly's term rests with the constitutional head. While the leader's advice is usually followed, the formal order must come from the nominal executive, maintaining the constitutional balance of power.

**168.** (C) 1, 2 and 4 only
The lead district officer performs a wide variety of roles, including managing developmental activities, overseeing the electoral process in the region, and acting as the primary coordinator for all government agencies. While this official works closely with the local police to maintain stability, the actual leadership and management of the police force are handled by specialized police officers. The administrator's role is to ensure that all parts of the district machinery work together effectively to implement government policies and provide services.

**169.** (C) To preserve and protect the identity and culture of tribal people.
These specialized local bodies are established in certain tribal regions to ensure that indigenous communities can manage their own affairs according to their unique customs and traditions. They possess legislative, executive, and judicial powers to regulate land, forests, and social practices. By providing this high degree of autonomy, the system seeks to protect the cultural identity of tribal groups and ensure that their specific developmental needs are met by their own community-based leadership.

NODIA

**170.** (A) Both A and R are true and R is the correct explanation of A.
The administrative headquarters of a state is staffed by permanent civil servants who remain in their positions regardless of political changes. This structure is designed to provide continuity and stability in governance. While the political leadership changes after elections, the professional staff ensures that government policies continue to be implemented and that the administrative machinery functions smoothly. This expertise and institutional memory are essential for the long-term management of the state's complex social, economic, and administrative responsibilities.

**171.** (D) devolved system of democratic self-government.
Over time, the management of local affairs has moved away from a system where central authorities simply assigned tasks to local agents. Instead, it has evolved into a structure where powers, funds, and responsibilities are legally transferred to elected local bodies. This shift allows communities to govern themselves through their own representatives, making the system more democratic and responsive to local needs. This transformation reflects the growing importance of grassroots participation and accountability in modern administrative and political frameworks.

**172.** (B) 3 and 4 only
A specialized constitutional body is established in every state specifically to manage the democratic process for local councils. Its jurisdiction covers the conduct of elections for both rural and urban local self-government institutions. However, it does not handle elections for the national or provincial legislatures, as those higher-level political contests are managed by the central Election Commission of India. This clear division of responsibilities ensures that local democracy is managed by a dedicated and independent regional authority.

administration, the government sought to ensure more professional and focused management of rural programs. This agency acts as a hub for planning, coordinating, and monitoring projects, helping to bridge the gap between high-level policy goals and the actual delivery of economic and social benefits to the rural population.

**130.** (A) Ripon's Resolution of 1882.
A significant milestone in the history of Indian administration was a late nineteenth-century policy that advocated for the creation of local boards with elected members. This initiative sought to introduce a degree of self-rule and public participation in local affairs, moving away from purely centralized bureaucratic control. By providing a foundation for modern municipal and rural governance, this resolution is often considered the starting point for the development of democratic local self-government institutions in the country.

**131.** (A) Both A and R are true and R is the correct explanation of A.
The major constitutional change regarding local bodies included a mandatory requirement to set aside a specific proportion of seats for women. This was done to ensure that women have a fair opportunity to participate in political decision-making at the grassroots level. By encouraging their involvement in local councils, the law aims to promote gender equality and to ensure that the unique perspectives and needs of women are represented in the governance and development of their communities.

**132.** (D) Governor of the State
The official responsible for managing the democratic process for local councils in a state is appointed by the constitutional head of that region. This appointment process ensures that a specialized authority is in place to handle the preparation of voter lists and the conduct of elections for rural and urban local bodies. The official's independence is protected by law to ensure that the electoral process at the grassroots level remains fair, regular, and free from direct political interference.

**133.** (C) consolidate plans and prepare a draft development plan.
This specialized body is constitutionally mandated to act as the primary coordinator for regional development by integrating the individual plans from both rural and urban local institutions. Its main task is to create a unified draft development plan for the entire district. This integrated approach ensures that resources are allocated efficiently and that infrastructure projects are planned logically across the entire region, accounting for the interconnected needs of both village and city populations.

**134.** (B) 1, 3 and 4 only
The intermediate level of the rural local government system serves as a bridge between the village and district tiers. It coordinates the work of multiple village councils and supervises the implementation of developmental schemes within its block. The day-to-day administrative functions of this body are managed by a professional block-level officer. While its membership often includes local representatives, its role is primarily administrative and supervisory within its designated block, rather than legislative for the entire district.

**135.** (D) The top-most tier of the Panchayati Raj system, mainly with coordinating and supervisory functions.
The highest level of rural self-government operates at the district level and serves primarily as an advisory and oversight body. It brings together leaders from various smaller units and representatives from the state and national legislatures to discuss regional development. While it oversees the distribution of funds and monitors the progress of social programs, its main role is to integrate and coordinate activities across the entire district rather than managing the immediate executive tasks of a single village.

**136.** (A) Inadequate devolution and poor own-source revenue generation.
Rural local government institutions often face significant difficulties in fulfilling their functions because they lack sufficient financial resources. Many of these bodies struggle to generate their own income through local taxes and fees, leaving them highly dependent on grants from higher levels of government. This financial dependency,

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supply and sewerage connections to households and improving urban living through the development of parks and better transport. By concentrating resources on these selected urban areas, the mission seeks to improve the quality of life for a significant portion of the urban population and to create healthier and more resilient city environments.

**181.** (A) 4, 1, 2, 3
The evolution of local governance in India followed a clear historical path. It began with early colonial-era proposals for local participation, followed by post-independence community initiatives in the early 1950s. Later, in the 1970s, expert committees suggested new models for rural councils. Finally, these developments culminated in a major constitutional amendment in the early 1990s that granted permanent legal status and a uniform structure to local bodies. This sequence shows the long journey toward institutionalizing grassroots democracy across the country.

**182.** (D) Statement I is false, but Statement II is true.
To maintain the neutrality and independence of the constitutional head of a state, the person appointed to the position must not hold any other legislative office. If a member of a national or provincial legislature is chosen for this post, they are required to leave their legislative seat as soon as they take the new office. This rule ensures that the official can focus entirely on their constitutional duties and remains separate from the active political deliberations of any legislative body.

**183.** (A) Both Statement I and Statement II are true.
The most senior bureaucrat in a state holds a central and indispensable position as the head of the entire administrative machinery. This role, while highly influential and established by long-standing tradition, is not specifically mentioned in the Constitution or created by a separate law. Instead, it has evolved through administrative practice as an essential post for providing expert advice to the political leadership and for coordinating all the various departments and services of the state government.

**184.** (B) 3 only
In the rural local government system, the intermediate level plays a crucial role as a link between the individual village units and the higher district-wide institution. It coordinates developmental activities and manages resources across several villages within a block. While the village council is led by its own head, and the district tier provides general oversight, this middle level is essential for translating regional plans into manageable projects and for supervising the work of smaller village-level administrative bodies.

**185.** (C) Policy execution and technical supervision
These specialized administrative agencies function as the technical and executive arms of the state government. Their primary responsibility is to oversee the actual implementation of programs and to ensure that work in the field meets professional and technical standards. While the secretariat focuses on policy advice at the headquarters, these bodies operate as the primary managers of service delivery, providing direction and supervision to ensure that government projects are carried out effectively throughout the entire state.

**186.** (A) Leader, Developer, Facilitator
The responsibilities of the lead district officer have transformed from a traditional focus on regulation to a more multi-dimensional role. In contemporary governance, this official acts as a proactive head of regional growth, coordinates various developmental projects, and works to make government services more accessible to citizens. This shift reflects the modern administrative priority of providing efficient, people-centric governance, where the officer serves as a central manager and a bridge between state policies and the needs of the local community.

**187.** (D) Five years
The rural local government system at the district level is elected for a set period to ensure regular democratic accountability while providing enough time for implementing development plans. This standard duration is mandated by the Constitution for all levels of local self-government institutions across the country. At the end of this term, fresh elections must be held to choose new representatives. This consistent cycle of elections allows the community to periodically review the

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**173.** (C) To create an integrated development plan for the entire district.
This constitutionally mandated body serves as the primary integrated planning agency for a district. Its main task is to collect and combine the individual development plans prepared by rural councils and urban municipalities into a single cohesive draft. By integrating these different perspectives, it ensures that resources are allocated efficiently and that infrastructure projects are planned logically across the entire region, accounting for the interconnected needs and shared resources of both village and city populations.

**174.** (D) Gram Sabha.
The process of publicly reviewing and verifying the implementation of social welfare works is most effectively carried out by the assembly of all local residents. Since these are the people who directly benefit from the projects and who live where the work is done, they are best positioned to check the actual progress against official records. This grassroots oversight ensures transparency, helps prevent the misuse of funds, and encourages the village council to remain accountable to its community.

**175.** (A) They are dependent on grants from state and central governments.
Rural local government institutions often struggle to fulfill their developmental roles because they have limited ability to generate their own revenue through local taxes. As a result, they rely heavily on financial support provided by higher levels of government in the form of periodic grants and special project funding. This financial dependence can sometimes limit their administrative autonomy and their ability to independently plan for the specific needs and priorities of their own local communities.

**176.** (B) Implementing a GIS-based property tax assessment system.
Modernizing urban governance often involves the use of advanced technology to improve efficiency and transparency. By using mapping tools and digital databases to accurately assess and collect local taxes, city governments can significantly improve their revenue and reduce errors and corruption. This type of reform is part of a broader effort to use smart solutions to manage urban services more effectively and to make city administration more professional, data-driven, and accountable to the urban population.

**177.** (B) a cabinet-style system where the Mayor and a few other councillors form an executive body.
In some large cities, a governance model is used where the political leader shares executive authority with a small group of senior council members. This small committee acts like a cabinet, making key administrative decisions and overseeing the various departments of the corporation. This approach aims to make the city government more responsive and politically accountable, as it places actual decision-making power in the hands of an elected group rather than a single appointed official or ceremonial head.

**178.** (A) lack of a dedicated municipal cadre and poor capacity building.
Managing the workforce in urban local bodies is difficult because many cities do not have their own permanent and specialized group of professional administrators. They often rely on staff borrowed from state departments, who may lack the specific skills needed for complex city management. Additionally, a lack of regular training and professional development can hinder the efficiency of city services. Strengthening the human resource capacity through specialized municipal services is critical for the effective governance of modern cities.

**179.** (C) Nagar Palika
The governing body for a medium-sized urban area is known by a specific title that distinguishes it from large city corporations or small transitional bodies. This council is responsible for managing basic urban services such as sanitation, lighting, and local roads within its town. By providing a structured and democratically elected body for these urban centers, the law ensures that town residents have a local government that is suited to their specific scale and has the legal authority to handle their affairs.

**180.** (D) 500
This national urban mission targets a specific number of several hundred designated towns and cities to ensure they have basic infrastructure. The program focuses on providing reliable water

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**195.** (C) Panchayat Samiti
The rural local self-government system includes an intermediate tier that operates at the block level. This body serves as a crucial bridge between individual villages and the higher district-wide administration. Its role involves coordinating developmental activities, managing block-level resources, and supervising the implementation of social welfare schemes across several villages. This tiered structure ensures that governance is managed at different scales, allowing for more effective planning and resource management within a manageable geographical and administrative unit of territory.

**196.** (D) Reservation of one-third of seats for women.
The major constitutional changes regarding local bodies included several mandatory requirements to ensure that these institutions are truly democratic and inclusive. One of the most important provisions is the requirement to set aside a specific minimum proportion of seats for women in every local council. This rule is designed to ensure that women have a fair opportunity to participate in local political leadership and that their specific needs and perspectives are represented in the governance and development of their local communities.

**197.** (C) improving the service delivery capacity of local bodies.
Effective management of the workforce in local government is essential for ensuring that public services are delivered efficiently and reliably. This involves recruiting competent staff, providing them with necessary skills through training, and managing their performance and career progression. By professionalizing the local bureaucracy, councils can better handle their developmental and administrative tasks, from sanitation to local planning. Strong personnel administration ensures that local self-government institutions have the human resource capacity to meet the growing needs of their residents.

**198.** (A) P-3, Q-1, R-4, S-2
Urban governance involves different types of bodies and initiatives suited to various contexts. Some programs focus on core infrastructure like water, while others use technology to modernize city living. Specialized institutions are established for areas moving from rural to urban status, and large city regions are managed by more complex administrative bodies. Together, these different frameworks and missions ensure that urban growth is managed appropriately across different scales, from small transitional towns to massive metropolitan centers, improving life for all urban residents.

**199.** (D) urban infrastructure like water, sanitation, and housing.
As more people move from rural areas to towns and cities, the demand for essential public services increases significantly. Local governments face the ongoing challenge of expanding water supply systems, waste management facilities, and transport networks to keep up with the growing population. They also must manage the need for adequate housing and other basic amenities. This continuous pressure on urban facilities is a central challenge for modern administration, requiring constant planning and resource investment to maintain decent living standards in city environments.

**200.** (A) President or Chairperson
The governing body of a medium-sized town is led by an elected official who serves as the primary political representative of the urban community. This leader is responsible for presiding over the council's meetings and providing overall guidance for the town's local governance. While administrative tasks are handled by professional staff, the political leadership and accountability rest with this elected head, ensuring that the council's decisions and priorities reflect the needs and aspirations of the local town residents.

**201.** (C) Creation of a Special Purpose Vehicle (SPV) for implementation.
A key feature of a major national urban modernization initiative is the use of a specialized, corporate-style entity to manage projects for each selected city. This organization is designed to handle the technological and infrastructure tasks with more flexibility and speed than traditional administrative structures. By using this focused model, the program aims to ensure more professional management of smart city projects, encouraging innovation and efficiency in the delivery of modern urban services and sustainable development solutions for city residents.

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**258.** (A) The State Secretariat and the Directorates
State administration follows a distinct division between the planning and implementation phases of governance. One entity functions as the policy-making hub, while specialized agencies focus on carrying out those policies at the ground level. This separation of powers between the central advisory bodies and the technical executive arms helps maintain administrative efficiency and ensures specialized expertise in both domains throughout.

**259.** (C) To act as the executive arms for policy implementation
Specific administrative units are established to serve as the executive arms of the government. These bodies are responsible for the practical application of policies formulated at the secretariat level. By operating under departmental control, they translate broad theoretical plans into concrete actions. Their focus remains on ground-level delivery, ensuring that government programmes reach the intended beneficiaries and achieve objectives.

**260.** (A) To ensure implementation is informed by domain-specific knowledge
Effective policy execution often requires deep specialized understanding of a particular sector. Appointing a technical expert to lead an executive agency ensures that implementation strategies are informed by domain-specific knowledge. This expertise helps in addressing complex technical challenges and ensures that the practical aspects of government schemes are handled with professional precision, improving the overall quality of modern service delivery.

**261.** (D) From a regulator to a facilitator of development
The evolution of district governance has transformed the traditional role of its primary officer. While the office originally focused on maintaining law and order and collecting revenue, the modern emphasis has shifted toward promoting development and welfare. This transition reflects a change from a strictly regulatory approach to one where the official facilitates growth, manages crises, and coordinates diverse programs.

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**262.** (B) To govern tribal areas and protect indigenous interests
Certain regions within the country require specialized administrative frameworks to address unique cultural and social needs. These specific councils are established to provide self-governance in tribal areas, ensuring that the interests of indigenous communities are protected. They possess particular powers and functions that allow for the management of local affairs while preserving the traditional customs and heritage of people.

**263.** (C) To implement rural development programmes
Specific agencies are created to focus exclusively on enhancing the quality of life in non-urban areas. The primary task of these bodies involves the effective execution of various rural development schemes. By working closely with local self-government institutions and the broader district administration, they ensure that developmental resources and programs are channeled efficiently to meet the needs of residents.

**264.** (D) the principal point of contact between the citizen and the state.
District-level governance serves as the most immediate layer of administration for the general population. It acts as the primary interface where citizens interact with government services and officials. Because it bridges the gap between the state's policies and the people's needs, it remains the fundamental unit for implementing social welfare, maintaining order, and facilitating direct public engagement with government.

**265.** (A) Coordination of various government departments and crisis management
The contemporary responsibilities of the chief district officer are multifaceted, moving beyond historical revenue duties. Key modern functions include the coordination of various government departments to ensure a cohesive administrative approach and the effective management of crises. This role requires the official to act as a leader who integrates different agencies and resources to address local challenges and priorities.

**266.** (B) The establishment of a constitutional mandate for local self-government
Constitutional changes significantly altered the structure of Indian governance by formalizing a

of governing a large and diverse metropolitan area and its expansive infrastructure.

**209.** (B) the ceremonial first citizen and political head of the deliberative wing.
The highest elected representative of a large city serves as the symbolic leader and political head of the municipal council. This official presides over the meetings where city policies are discussed and debated, representing the collective voice of the urban residents. While the actual executive management is handled by a professional administrator, the elected head plays a vital role in setting the political agenda and providing ceremonial leadership, ensuring that the city's governance remains connected to its democratic and political foundations.

**210.** (A) The transfer of funds, functions, and functionaries from the state government to local governments.
The process of empowering local self-government involves moving the three essential elements of authority away from the state level and toward local councils. This includes granting them the legal power to handle specific local tasks, providing them with the necessary financial resources to do so, and assigning the staff required to carry out the work. By transferring all three of these components together, the state ensures that local bodies have the actual capacity to govern effectively and to respond to the needs of their communities.

**211.** (A) Both A and R are true and R is the correct explanation of A.
This constitutionally mandated body is essential for successful decentralization because it brings together representatives from both rural and urban local bodies to plan for their shared region. Its main task is to collect and combine individual local plans into a single cohesive development document for the entire district. This integrated approach ensures that resources are allocated efficiently and that infrastructure projects are planned in a logical and unified way, accounting for the interconnected needs and resources of both villages and cities.

**212.** (D) Governor
All legislative proposals related to taxes or public spending must receive the formal endorsement of the state's constitutional head before they are presented to the assembly. This requirement ensures that the executive branch has reviewed and approved any measure that will have a significant impact on the state's finances. It is a key part of the formal process for managing government resources, maintaining a check on financial legislation while ensuring that the government can fulfill its fiscal and administrative responsibilities to the public.

**213.** (C) The Sub-Division or Tehsil/Taluk
The administration of a district is organized into several smaller units to ensure that services and revenue collection are managed more effectively across the entire region. These intermediate levels of administration bridge the gap between the district headquarters and the individual villages. Each of these units is managed by designated officers who handle local revenue, maintain records, and coordinate government activities. This hierarchical structure ensures that the administrative reach of the state government is consistent and accessible to citizens even in the most rural parts of the district.

**214.** (A) 1, 4 and 5 only
The constitutional framework for a state provides for a nominal executive head and a professional administration led by a senior civil servant. The titular head formalizes key appointments, while the state government has the authority to make laws on specific regional subjects. This structure ensures that provincial governance is conducted according to established legal rules, with a clear division of roles between political leaders, constitutional officials, and permanent administrators, all operating within their defined functional domains and hierarchies of authority.

**215.** (D) the principle of separating policy-making from policy-execution.
The state administration is divided into two functional levels to improve efficiency and technical management. One level focuses on providing advice and making decisions at the headquarters, while the other type of agency acts as the implementation arm in the field. This separation ensures that while the political executive and their advisors focus on planning, the actual work and technical supervision are managed by specialized organizations.

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administration, managing the entire provincial bureaucracy. The selection of this official is the sole right of the state's political leader, ensuring that the head of the civil service has the full trust and support of the government. This relationship is critical for the smooth coordination of all government departments and for the effective implementation of the administration's policies, making the position the most influential and central post in the state's administrative structure.

**244.** (D) Staff (Secretariat) and Line (Directorate) relationship.
The administration of a state is divided into two functional types of organizations to improve efficiency. The headquarters operate as advisory and planning bodies, providing high-level guidance to the political executive. Simultaneously, specialized field agencies act as the implementation wing, managing the actual work and technical supervision of programs. This clear division between policy-making and policy-execution ensures that planning is informed by expertise while the actual delivery of services is managed by technical specialists in the field, resulting in more effective state-wide governance.

**245.** (C) Managing the state's police force.
The specialized local bodies established for certain tribal regions possess significant powers to manage local resources and social customs according to their traditional laws. They can make rules regarding land and forests and can also manage basic facilities like primary schools and clinics. They even have the authority to run local courts for minor suits. However, the management of the organized police force and overall regional security remains a state-level function, as the councils are designed for internal community self-rule rather than regional security.

**246.** (B) aid and advise the Governor.
In the parliamentary form of government adopted at the state level, the nominal head acts as a ceremonial figure while actual power is exercised by the political executive. The Constitution provides for a group of ministers, led by their political head, to provide the necessary guidance and recommendations for all administrative actions. This arrangement ensures that while the titular head is the formal authority, the state's policies and decisions are shaped by democratically chosen leaders who are directly accountable to the regional legislative body and the people.

**247.** (D) population in the Panchayat area.
The law ensures that local councils are truly representative of the community by setting aside a specific number of seats for marginalized groups. This reservation is calculated based on how many people from these groups live in the locality relative to the total population. This mathematical approach ensures that their representation in the local self-government is fair and proportional to their demographic presence in the community. By doing this, the system aims to promote social inclusive governance and ensure that every group has a voice in local affairs.

**248.** (A) Panchayat Samiti
The intermediate level of the rural local government system is managed by an elected council, but its day-to-day administrative work is handled by a professional government officer. This officer serves as the official secretary of the body, ensuring that its meetings are organized, its decisions are recorded, and its developmental schemes are executed according to the law. This division between political decision-making and professional administrative support is essential for the effective management of the block-level council and for coordinating developmental activities across several villages.

**249.** (C) fragmented authority and the need for coordination.
Managing massive regional urban centers is often difficult because many different local bodies and specialized agencies operate within the same area, often with overlapping roles and little integrated planning. This division of power can lead to inefficiencies in managing shared regional infrastructure like transport, water, and waste. Overcoming this fragmentation to create a cohesive and coordinated approach to metropolitan growth and service delivery is a major and ongoing challenge for modern urban governance, requiring specialized integrated planning and management frameworks to succeed.

planning. By reaching this demographic size, the region qualifies for specialized administrative structures like planning committees that are designed to handle the unique challenges of integrated development and management across a massive, interconnected urban territory.

**223.** (A) Free housing for all citizens.
A major urban mission uses technological innovations to improve the quality of city living through a variety of data-driven methods. This includes optimizing utility usage through digital meters, managing traffic through intelligent systems, and improving public safety with modern surveillance tools. These solutions aim to make city services more efficient and sustainable and to enhance the overall experience for residents. While the program focuses on infrastructure and technology-based improvements, it does not include a universal mandate for providing cost-free residential units for all citizens.

**224.** (B) 2 and 3 only
Modern urban reforms include initiatives that use competition to drive innovation in selected cities and rules that emphasize the responsibility of individuals in managing waste. These programs aim to improve the quality of life through technology and better environmental practices. While some missions target a specific number of cities for intense development, others focus on fundamental utility improvements. These diverse strategies are part of a national effort to modernize urban governance and to create more sustainable, resilient, and better-managed city environments across the country.

**225.** (B) The next senior-most judge of the High Court.
To ensure that the state always has someone to perform the essential constitutional functions, the law provides a clear order of succession for the titular head's role. If the primary offices are vacant, the most senior available member of the state's highest legal body takes over the responsibilities. This ensures that administrative and legal duties, such as signing bills or managing constitutional processes, are not interrupted, maintaining the stability and continuity of the state government even during exceptional administrative vacancies.

**226.** (A) a mix of indirectly elected, nominated, and directly elected members.
The upper house of a state legislature has a unique composition that includes members from diverse backgrounds and chosen through various methods. Some are chosen by the primary elected house, while others represent teachers, local bodies, or university graduates. A small portion is also nominated by the titular head for their contributions to society. This varied structure is designed to bring additional expertise and a different perspective to the legislative process, complementing the work of the directly elected representatives in the other house.

**227.** (A) Both Statement I and Statement II are true.
The lead district officer serves as the primary representative of the state government in the region while remaining a member of a national-level civil service. This individual is managed centrally but works under the functional control of the provincial government. This dual relationship ensures that the officer follows national professional standards while being fully responsive to the specific administrative and developmental priorities of the state. It is a key feature of the integrated administrative framework that connects the national, state, and district levels.

**228.** (D) a two-tier system with the Mandal Panchayat and Zila Parishad.
In the late 1970s, an expert panel reviewed the local government system and suggested a fundamental change toward a simpler two-level structure. The proposal aimed to move away from the three-tier model and focus on larger administrative units to improve efficiency and political management. While this specific model was not adopted nationally, the committee's work was influential in the ongoing debate about decentralization and highlighted the need for granting more powers and a clearer legal status to local self-government institutions across the country.

**229.** (C) Taxes on land and buildings, and fees on markets.
Rural local government institutions have the authority to generate their own internal revenue by collecting several types of local levies. This includes taxes on residential and commercial

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properties within their area, as well as fees for the use of public markets and other facilities. Being able to raise their own funds is essential for their financial independence and administrative autonomy, as it allows them to maintain local infrastructure and respond to community needs without being entirely dependent on external grants and state support.

**230.** (B) state-deputed officials are controlled by their parent department and also by the local body.
A significant challenge in local administration occurs when senior staff members are temporarily assigned from state-level departments to work for local councils. This creates a situation where these employees must answer to two different authorities at the same time: the local government that manages their daily work and the state agency that controls their careers and transfers. This overlap in authority can lead to confusion in roles, divided loyalties, and difficulties in implementing local decisions effectively, hindering the overall efficiency of local self-government.

**231.** (D) ensure basic infrastructure and amenities in select urban areas.
This national urban mission focuses on providing the fundamental needs for residents in several hundred designated cities. Its main goals are to ensure that every household has access to a reliable water supply and a functional sewerage connection. It also seeks to improve the quality of urban life by developing parks and enhancing public transport facilities. By targeting these core infrastructural gaps, the program aims to make cities more livable and resilient, contributing to the overall health and well-being of the urban population.

**232.** (A) a chairperson and wards members, directly elected by the people of the transitional area.
The local government for areas that are moving away from being rural villages is structured to ensure direct democratic participation. The residents of these transitional localities elect both their ward representatives and their primary leader through a direct voting process. This provides the community with a formal and accountable body to manage the unique challenges of rapid growth and changing land use. By having an elected council, these developing regions can effectively handle their expanding needs for urban services and local administrative management.

**233.** (A) Both A and R are true and R is the correct explanation of A.
The constitutional head of a state usually follows ministerial advice, but in specific practical situations, this official must use their personal judgment to ensure the functioning of the government. For example, if no single political party wins enough seats to form a government after an election, the official must decide which leader is most likely to succeed. This ability to act independently in certain circumstances is essential for resolving political crises and maintaining constitutional order and administrative stability within the state.

**234.** (A) Block Panchayat or Mandal Panchayat
The intermediate level of the rural local government system is known by different names across various states, reflecting regional administrative traditions. Despite the different titles, its role remains the same: to coordinate developmental activities and manage resources for a group of villages within a specific block. This tier serves as a bridge between individual village councils and the district-level institution, ensuring that planning is manageable and that developmental programs are implemented effectively across a cohesive geographical and administrative block of territory.

**235.** (D) District Rural Development Agency
Various bodies at the local level are created either by the supreme law of the country or by administrative orders. While some committees and commissions are constitutionally mandated to ensure Integrated planning and fair finances, other specialized organizations were established through executive decisions to manage specific social welfare programs. These executive-created agencies focus on the implementation of rural poverty schemes. While they are a central part of district administration, they do not possess the same constitutional status as the elected councils or specialized democratic commissions.

**236.** (D) 1, 2, 3, 4 and 5
State administration is organized into a cohesive structure that includes a nominal

head, a political executive, and a professional bureaucracy. The secretariat provides policy advice at the headquarters, while specialized agencies in the field manage implementation and technical supervision. At the regional level, the district machinery handles revenue and general governance. This integrated framework ensures that policies are planned with expertise, executed with technical proficiency, and managed effectively in every region, providing a stable and multi-layered system for provincial governance.

**237.** (C) One-tenth of the total members.
For a meeting of the village-wide assembly of voters to be valid and legally authorized to make decisions, a minimum number of residents must be present. This specific attendance requirement ensures that local deliberations represent more than just a tiny group of people, while still being a reachable target for practical community participation. By meeting this threshold, the assembly can formally approve financial plans and review development projects, ensuring that local governance is conducted with a basic degree of community involvement and democratic legitimacy.

**238.** (D) the Indian Mayor is largely a ceremonial figure with limited executive powers.
In many large cities in India, the elected head of the municipal corporation holds a position that is primarily symbolic and political rather than executive. This official presides over meetings and represents the city at formal events but does not manage the day-to-day administration or have direct control over the city departments. The actual management of city services and implementation of policies is handled by a professional administrator, keeping the political leadership separate from the technical and executive management of the city.

**239.** (A) e-governance and citizen participation.
A key aspect of modernizing urban management involves the use of digital tools to make government services more accessible and transparent. This includes providing online platforms for paying utility bills and for reporting local problems, as well as encouraging citizens to participate in planning through digital forums. By integrating technology into governance, city administrations can improve their responsiveness and accountability. This approach aims to create a more efficient and user-friendly city government that actively involves residents in the management and improvement of their urban environment.

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**240.** (B) Urban planning and public health
A specialized constitutional schedule defines nearly twenty functional areas that should ideally be managed by urban local bodies. This list includes critical city services such as town planning, sanitation, and the management of public health. By providing this detailed framework, the Constitution encourages state governments to transfer these responsibilities to municipal councils. This decentralization allows city governments to take a leading role in managing their own growth and in providing the essential services that directly impact the quality of urban life.

**241.** (B) The Chief Justice of the concerned State High Court
When a new constitutional head of a state is chosen, they must take a formal oath before they can assume their duties. This ceremony is presided over by the most senior judge of the state's highest legal body. This requirement highlights the connection between the executive and judicial branches and ensures that the official's commitment to uphold the law is formally recognized. If the lead judge is unavailable, the next most senior judge of that court performs this duty, maintaining constitutional continuity.

**242.** (A) 'development' and 'welfare' function.
The management of districts has moved away from its original and limited focus on tax collection and maintaining control. In the modern era, the district machinery is primarily viewed as a coordinator for economic growth and social well-being. This shift reflects the government's priority of implementing health, education, and social programs to improve the overall quality of life. The lead district officer now serves as a manager of complex developmental projects, making the administration more focused on the needs and aspirations of the local community.

**243.** (A) Both Statement I and Statement II are true.
The senior-most bureaucrat in a state holds the highest hierarchical position in the

**202.** (A) it serves as an essential link between the state government and the field.
The office of the primary district officer remains a central and indispensable part of the administration because it acts as the primary point of contact between the state headquarters and the local territory. This official coordinates the work of various government agencies, manages regional crises, and ensures that state policies are implemented effectively in every part of the district. This role as a central coordinator and communicator is essential for maintaining administrative continuity and for the effective delivery of government services to the public.

**203.** (D) Statement I is false, but Statement II is true.
The most senior bureaucrat in a state is chosen based on a combination of factors, including their experience and professional record, rather than just how long they have served. While several senior officers may be considered, the final selection is the prerogative of the state's political leader. This ensures that the head of the administration has the full confidence and support of the political executive, which is essential for smooth coordination and for the effective implementation of the government's policies.

**204.** (B) Appointing judges of the District Courts in consultation with the High Court.
The constitutional head of a state performs several vital judicial functions, including the selection of lower court judges. This process is carried out in partnership with the state's highest legal body to ensure that the appointments are made based on professional and legal standards. While the titular head does not participate in day-to-day political or legislative debates, their formal role in the legal system is essential for maintaining the integrity and functioning of the state's judicial machinery and regional justice administration.

**205.** (A) 1 and 2 only
Two major constitutional changes in the early 1990s formally established the modern framework for local self-government in both rural and urban areas. One amendment focused on empowering village-level institutions, while the other provided a consistent structure for municipal and city governance. These changes were based on decades of expert reviews that evaluated different models for decentralization. By granting these local bodies formal status and a clear functional domain, the amendments strengthened the democratic foundations of governance at the grassroots level across the entire country.

**206.** (D) The Chief Executive Officer (CEO), an IAS or State Civil Service officer
While the highest level of rural local government is led by a political chairperson, the actual day-to-day administration is managed by a senior professional official. This officer is responsible for implementing the decisions of the council, managing the various departments, and ensuring that developmental schemes are executed effectively across the district. This division between political leadership and professional administration ensures that the regional government is managed with expertise and continuity while remaining accountable to the elected representatives of the rural community.

**207.** (A) The Central Government.
A major national program that provides a legal guarantee of paid manual labor to rural households is primarily funded by the national authority. This ensures that the scheme has reliable financial support to achieve its goal of providing economic security across the entire country. While the state governments and local councils are responsible for the actual implementation of the projects on the ground, the bulk of the money for wages and materials is provided by the central government, highlighting the national priority of rural poverty reduction.

**208.** (B) larger size, population, more complex functions, and fiscal autonomy.
Large city administrations are distinguished from other urban local bodies by the scale and complexity of their responsibilities. They manage massive populations and are responsible for complex tasks like major urban planning, public transport, and integrated waste systems. To handle these challenges, they are granted greater authority to generate their own revenue and more independence in managing their financial and administrative affairs. This specialized structure is necessary to meet the high demands

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**250.** (A) improve the quality of life for urban citizens.
All modern urban initiatives and structural changes are ultimately aimed at creating a better living environment for city dwellers. By using technology to modernize services and by improving basic infrastructure like water and sanitation, the state seeks to make cities more resilient, healthy, and convenient. These reforms are part of a broader strategy to manage rapid urbanization in a sustainable way, ensuring that urban centers can provide high-quality public services and a comfortable life for their growing populations while remaining economically vibrant and environmental stable.

**251.** (B) With the Chief Minister and the Council of Ministers
The constitutional framework differentiates between formal and real executive authority. While the Governor represents the state as the constitutional head, the actual power to administer affairs and implement policies resides with the Chief Minister and the Council of Ministers. This arrangement follows the parliamentary system, ensuring that the elected executive leadership manages day-to-day governance through its various departments.

**252.** (A) Acting as a link between the Union and the state
The Governor occupies a unique constitutional position by serving as the representative of the President within the state. This role facilitates essential communication and coordination between the Union government and the state administration. By acting as a vital link, the Governor ensures that state governance aligns with broader constitutional principles and national interests throughout the official administrative tenure.

**253.** (C) The State Legislature
In a parliamentary democracy, the executive must remain accountable to the law-making body. The principle of collective responsibility ensures that the Council of Ministers remains answerable for its decisions and actions to the State Legislature. This accountability mechanism is fundamental for maintaining democratic checks and balances and ensuring that the government retains the legislature's confidence while managing state affairs.

**254.** (D) The Governor, the Chief Minister, and the State Legislature
The operational reality of administration is shaped by the dynamic interplay between different constitutional entities. This specific interaction involves the Governor as the head of state, the Chief Minister as the head of government, and the State Legislature as the representative body. Together, these three components balance constitutional propriety with political authority to manage the state's complex administrative landscape effectively.

**255.** (C) To legislate laws and hold the executive accountable
The primary responsibility of the state legislative body involves creating and enacting laws necessary for governance. Beyond legislation, it serves a crucial oversight function by holding the executive branch accountable through various democratic mechanisms. This dual role ensures that policy-making remains representative and that the administration remains responsive to the needs and concerns of the general public at large.

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**256.** (B) The Chief Secretary
The administrative hierarchy places a senior civil servant at the peak of the state's bureaucratic structure. This official serves as the primary advisor to the head of the government on all administrative matters. By coordinating between different departments and overseeing policy implementation, this individual ensures the smooth functioning of the entire civil service and maintains overall administrative discipline and efficiency.

**257.** (D) Formulating government policies and programmes
The state administrative structure identifies a specific nerve center dedicated to high-level policy formulation. This body serves as a think-tank where ministers and secretaries collaborate to design government programmes and strategic initiatives. Rather than handling direct execution, it focuses on providing the theoretical and regulatory framework necessary for effective governance across various departments and specialized government sectors within the state.

This results in more professional delivery of government services and better management of developmental and operational tasks across the entire state.

**216.** (A) the increasing complexity of administration and the need for a chief coordinator.
The role of the most senior civil servant in a state has become significantly more important as government activities have expanded into diverse and complex areas. Modern administration requires someone who can integrate the work of many different departments and handle large-scale regional challenges. Because this official acts as the central hub for communication and coordination across the entire state bureaucracy, their position is essential for ensuring that the government's diverse policies are implemented cohesively and that administrative problems are resolved with a broad, expert perspective.

**217.** (C) SCs, STs, Women, and OBCs (if the state so provides).
The legal framework for local self-government includes several provisions to ensure that diverse groups have a voice in decision-making. This includes mandatory reservation of seats for marginalized communities and women to promote social and gender inclusive governance. Additionally, state governments have the option to set aside seats for other groups based on local conditions. These rules aim to make grassroots democracy more representative of the entire community, ensuring that the interests and perspectives of all residents are considered in local development.

**218.** (A) the Chairperson of the Zila Parishad or a Minister from the district.
The leadership of the primary integrated planning body at the district level is usually held by a person who represents the political or administrative authority of the region. This individual is responsible for presiding over the meetings where individual rural and urban plans are combined into a single regional development roadmap. By having a senior local leader or a government minister in this position, the system ensures that the planning process has the necessary political support and authority to effectively coordinate resources and priorities across the entire district.

**219.** (D) twice a year.
The assembly of all village voters is required by law to meet at regular intervals to ensure that the community can participate in local decision-making. These regular meetings provide an opportunity for residents to review the work of the village council, approve financial plans, and discuss local developmental needs. By mandating a minimum frequency for these gatherings, the law ensures that there is a continuous dialogue between the elected representatives and the people, maintaining the democratic accountability of the village-level administration.

**220.** (B) Coordination and supervision of Panchayat Samitis and allocation of funds.
The highest level of rural local government functions primarily as a supervisory and advisory body for the entire district. It oversees the work of smaller block-level units and manages the distribution of financial resources among them. Its main role is to ensure that rural developmental activities are synchronized and that government schemes are implemented consistently across the different parts of the district. This coordinating function is essential for integrated regional development and for maintaining administrative standards in the local self-government system.

**221.** (B) P-3, Q-4, R-1, S-2
State and local administration involve several institutions with distinct functional roles. The central headquarters focuses on policy advice, while specialized field agencies handle technical implementation. At the regional level, the district machinery manages revenue and general administrative tasks, acting as the primary link between the state and the people. Finally, village-level councils provide the foundation for local self-governance. Together, these different levels and institutions form a cohesive framework for managing governance and development from the state capital down to every individual community.

**222.** (D) ten lakhs or more.
The Constitution defines a major urban regional hub as an area with a population exceeding this specific significant threshold. Such large agglomerations often encompass multiple municipal jurisdictions and require a more complex and integrated form of governance to manage shared infrastructure, transport, and

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third tier of administration. These amendments provided a mandatory legal framework and legitimacy for local bodies in both rural and urban settings. By establishing this constitutional mandate, the state ensured that local self-government institutions became permanent and standardized features of the democratic landscape, promoting decentralized power.

**267.** (B) To conduct free and fair elections to all local bodies
To safeguard the integrity of local democracy, independent bodies were established specifically to manage the electoral process for Panchayats and Municipalities. This commission ensures that elections at the local level are conducted in a free and fair manner, independent from the influence of the state executive. Its primary responsibility is to maintain the democratic health of grassroots institutions regularly.

**268.** (A) the principles for devolution of funds to local bodies.
Ensuring the financial viability of local governments requires a systematic method for allocating resources. This specific commission reviews the financial health of local bodies and makes formal recommendations regarding the distribution of funds between the state and local levels. These principles for the devolution of resources are essential for enabling Panchayats and Municipalities to carry out their mandated functions.

**269.** (C) To consolidate plans prepared by both rural and urban local bodies
Integrated planning at the district level is facilitated by a specialized committee that bridges the gap between different local units. This body is responsible for gathering and synthesizing the development proposals prepared by both rural and urban institutions. By consolidating these individual plans into a single draft development plan, the committee ensures a holistic and coordinated approach to progress.

**270.** (D) A three-tier system
The legislative amendments fundamentally restructured the country's governance model by adding a mandatory layer below the Union and State levels. This transition from a two-tier to a three-tier system institutionalized local self-government. By decentralizing authority to the grassroots, the new structure aimed to empower citizens and ensure that administration is more responsive to local needs through Panchayats and Municipalities.

**271.** (C) It comprises all registered voters and embodies direct democracy.
At the base of the rural governance hierarchy lies a unique body representing direct democracy. It consists of all the registered voters within a village, serving as a forum for them to participate directly in local decision-making. Its role includes reviewing the work of elected officials and approving budgets, thereby ensuring that the local administration remains accountable to citizens.

**272.** (B) Panchayat Samiti
The rural administrative structure operates through three distinct levels to ensure effective coordination. The intermediate body, situated at the block level, serves as a vital connection point between the village councils and the district-level authority. By acting as a link, it facilitates the flow of communication and resources while also coordinating the various developmental activities undertaken by primary units.

**273.** (D) Zila Parishad
The highest level of the three-tier Panchayati Raj structure is situated at the district level. This apex body is responsible for the overall preparation and execution of development plans for the entire district. It oversees the functioning of lower-level institutions and ensures that rural development efforts are synchronized and effectively managed, acting as the primary coordinator for governance.

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**274.** (A) A mix of government grants, own-source revenues, and devolved funds
The financial stability of rural local bodies depends on a diverse set of income streams. These institutions typically receive grants from both central and state governments to support their activities. Additionally, they generate their own revenue through local taxes and fees. Furthermore, funds are devolved to them based on specific recommendations from the State Finance Commission, ensuring a steady resource flow.

**275.** (C) The Gram Sabha is an assembly of all voters, while the Gram Panchayat is an elected council.
Within the village governance framework, there is a clear distinction between the larger assembly of citizens and their elected representatives. One body comprises every registered voter in the village and functions as an instrument of direct democracy. In contrast, the other body is a smaller, elected council that serves as the executive unit responsible for day-to-day administration and projects.

**276.** (A) A guarantee of at least one hundred days of wage employment
This significant rural development program introduced a legal framework that guarantees a minimum period of paid work to every rural household. By entitling adult members who volunteer for unskilled manual labor to at least one hundred days of employment in a financial year, the scheme provides a critical safety net. This legal right ensures basic level livelihood security.

**277.** (D) To create productive assets and address chronic poverty
Beyond its role as an employment scheme, this flagship initiative aims to tackle the root causes of poverty in rural areas. It achieves this by focusing on the creation of durable and productive community assets, such as water conservation structures and roads. These infrastructure projects help improve long-term rural productivity and environmental sustainability while simultaneously providing immediate financial support to households.

**278.** (B) Panchayati Raj Institutions (PRIs)
The planning and execution of large-scale rural employment schemes rely heavily on grassroots governance structures. Specifically, Panchayati Raj Institutions are tasked with identifying necessary works, managing the implementation process, and monitoring progress at the local level. This decentralized approach ensures that the projects are relevant to the needs of the community and that the program is managed in participatory ways.

**279.** (C) makes the right to work a legal entitlement.
This program represents a fundamental change in the approach to rural development by moving from discretionary schemes to a rights-based model. By making the right to work a legal entitlement, it empowers rural citizens to demand employment when needed. This shift ensures that the government is legally obligated to provide opportunities, thereby strengthening the social security framework and stability.

**280.** (D) demand-driven and participatory.
Involving local self-government institutions in the management of development programs is intended to make the process more responsive to actual needs. By utilizing these grassroots bodies, the government ensures that development initiatives are demand-driven rather than top-down. This participatory model encourages community engagement and helps ensure that the assets created and services provided truly benefit the local population.

**281.** (A) Municipal Corporation
Urban governance is organized based on the size and complexity of the settlement. For the most populous and large cities, a specific type of local body is established that possesses a high degree of autonomy. These corporations are responsible for a wide range of functions, including major infrastructure development and public health, to manage the demands of large populations.

**282.** (B) To serve as an institution for areas transitioning from rural to urban
As rural areas undergo rapid development and begin to acquire urban characteristics, they require a specific governance structure. This transitional body is formed to serve as a bridge between rural and urban administration. It provides a framework for managing areas that are no longer purely agricultural but have not yet reached the status required for a full municipal council.

**283.** (B) democratic, with directly elected members.
The structure of urban local governance is rooted in democratic principles, ensuring that the administration is representative of the city's residents. The members who comprise these bodies are primarily elected through a direct voting process by the people living in the urban area. This democratic composition ensures that the local government remains accountable to the public and responsive to needs.

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**284.** (A) A combination of tax revenues, non-tax revenues, and grants
To perform their extensive functions, urban local bodies rely on several different financial sources. These include internal revenue generated through property taxes and various user fees or charges. Additionally, they receive significant financial support in the form of grants from the state government and may also utilize borrowings. This combined funding approach is essential for maintaining critical urban infrastructure.

**285.** (C) The financial and administrative capacity of the local bodies
The ability of urban institutions to deliver quality services and maintain complex infrastructure is largely determined by their internal strengths. Specifically, their financial stability and administrative capability are the most critical factors. Without adequate funds and a well-organized management structure, these bodies cannot effectively address the diverse needs of the urban population or implement sustainable development projects successfully.

**286.** (D) To coordinate planning and services across multiple jurisdictions in a large urban area
Large urban agglomerations often span multiple municipal boundaries, creating a need for a unified administrative approach. The primary goal of this governance model is to ensure integrated planning and efficient service delivery across the entire metropolitan area. By coordinating activities of various local bodies, it addresses challenges that transcend individual jurisdictions, such as transportation, environmental management, and large infrastructure.

**287.** (C) The revenues generated are often inadequate to meet demands.
Urban local bodies face a significant gap between their financial resources and the growing needs of their populations. While various sources of income exist, such as taxes and transfers, the total revenue generated is frequently insufficient to fund the necessary infrastructure and services required for rapid urbanization. This financial strain limits the ability of these institutions to manage growth.

**288.** (B) A shortage of qualified staff and reliance on deputed state employees
Effective urban management is often hindered by difficulties in staffing. Local bodies frequently experience a shortage of technical and managerial experts needed for complex urban tasks. Furthermore, a heavy reliance on employees sent from the state government can lead to issues with local accountability. Limited control over their own human resources further complicates the ability of these institutions.

**289.** (D) Strengthening both their financial base and personnel administration
For urban local governments to function as effective institutions of self-governance, improvements must be made in two key areas. Strengthening the financial base ensures they have the resources for essential services, while improving personnel administration provides the necessary expertise and accountability. Addressing both these aspects is crucial for enhancing their overall capacity to meet various urban challenges.

**290.** (A) comprise a main city and surrounding towns, transcending individual boundaries.
Metropolitan regions are complex geographic entities that typically include a central city along with various surrounding towns and villages. Because the social and economic activities of these areas are deeply interconnected, they naturally transcend individual municipal borders. An integrated governance approach is required to manage this interconnectedness effectively, ensuring that planning and infrastructure development are coordinated across the landscape.

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**291.** (C) A scientific approach including segregation and recycling
Modern urban reforms are moving away from traditional waste disposal methods toward more sophisticated systems. This new approach emphasizes scientific management, which includes the segregation of waste at the source and the promotion of recycling and waste-to-energy technologies. These improvements are designed to address environmental concerns and public health issues, making cities cleaner and more sustainable through comprehensive processes.

**292.** (A) To develop cities with core infrastructure and a high quality of life using 'Smart' solutions
The primary objective of this national initiative is to transform urban areas into centers that offer essential infrastructure and a superior quality of life. By applying innovative 'Smart' solutions, the mission aims to create clean and sustainable environments for citizens. It focuses on developing replicable models for inclusive urban growth, ensuring that cities are better equipped for modern demands.

**293.** (D) Establishing infrastructure for water supply and sewerage networks
This specific urban transformation mission targets the enhancement of basic civic infrastructure in selected cities. Its primary focus is on establishing robust systems for water supply and sewerage networks to ensure essential services are accessible to residents. Additionally, the program aims to improve public transport and create green spaces, thereby rejuvenating urban environments and making them more livable.

**294.** (B) the mounting pressures of rapid urbanization.
The significant changes and initiatives in city governance are mainly a response to the intense challenges brought about by the quick expansion of urban areas. The increasing population density and the resulting strain on existing infrastructure and services have made reforms necessary. By addressing these mounting pressures, the government seeks to improve institutional capacity and ensure development remains sustainable.

**295.** (C) more livable, economically vibrant, and sustainable.
The overarching goal of implementing various reforms and missions in the urban sector is to enhance the overall environment of cities. These efforts aim to make urban settlements more livable for all residents while fostering economic growth and vibrancy. Furthermore, by focusing on environmental health and infrastructure, the reforms ensure that cities remain sustainable and capable of supporting future generations.

**296.** (D) To review the financial position of local bodies and recommend fiscal transfers
This constitutional body is specifically tasked with evaluating the financial status of local government institutions. Its main role is to provide formal recommendations on how tax revenues should be shared between the state and local bodies. By proposing principles for grants-in-aid and the assignment of taxes, the commission helps establish a transparent and predictable fiscal framework for governance.

**297.** (A) Consolidating plans from rural and urban bodies to create a district plan
Coordination of development at the district level is the primary responsibility of this committee. It works by gathering and integrating the individual development proposals formulated by rural Panchayats and urban Municipalities. By synthesizing these diverse plans into a single, comprehensive draft development plan for the entire district, the committee ensures that resources are allocated efficiently and strategically aligned.

**298.** (B) a predictable and transparent system of fiscal transfers.
The establishment of a dedicated finance commission for local bodies is intended to formalize the economic relationship between the state and grassroots institutions. This mechanism aims to create a system of fiscal transfers that is both predictable and transparent. By doing so, it provides local governments with a clearer understanding of their available resources, allowing them to plan activities.

**299.** (B) By creating a single development plan that integrates plans from both Panchayats and Municipalities
Integrated planning helps overcome the traditional separation between different types of local administration. By requiring a single committee to consolidate the goals of both rural and urban bodies, the governance structure promotes a more unified development strategy. This holistic approach ensures that the needs of both village and town dwellers are considered together, leading to a more balanced distribution.

**300.** (A) Transforming local governments into genuine institutions of self-governance
The effective operation of specialized financial and planning bodies is essential for the maturity of local democracy. When these institutions function correctly, they empower Panchayats

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and Municipalities to take control of their own developmental priorities. This process is critical for transforming local bodies from mere administrative arms into genuine institutions of self-governance, capable of independently managing their own finances.

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features of the administrative system of the UK?
(A) A and C only
(B) B and D only
(C) A, B, and E
(D) C, D, and E

**16.** The concept of 'Conseil d'État' is a salient feature of the administrative system of which country?
(A) United Kingdom
(B) France
(C) United States of America
(D) Japan

**17.** What is a defining feature of the administrative system in the USA?
(A) A unitary system of government with a highly centralized bureaucracy.
(B) A clear separation of powers influencing a fragmented administrative structure.
(C) The absence of independent regulatory commissions.
(D) A permanent, non-political head of every government department.

**18.** Which concept best describes the tendency in a prismatic society for social structures to have both traditional and modern functions, as described by Riggs?
(A) Overlapping
(B) Formalism
(C) Poly-normativism
(D) Heterogeneity

**19.** A key feature of the Japanese administrative system has been:
(A) The historical dominance of the 'spoils system'.
(B) The lack of a merit-based examination system for recruitment.
(C) A close collaboration between the bureaucracy and major industries.
(D) The strict separation of administrative and political power similar to the USA.

**20.** Consider the following approaches to Comparative Public Administration:
1. Ecological Approach
2. Behavioural Approach
3. Institutional Approach
4. Structural-Functional Approach

Which of the following is the correct chronological sequence of their emergence?
(A) 3, 2, 4, 1
(B) 1, 3, 2, 4
(C) 3, 1, 4, 2
(D) 2, 4, 1, 3

**21.** Which statement incorrectly describes a problem of comparative research?
(A) Overcoming ethnocentrism and cultural bias is a significant challenge.
(B) The meaning of administrative terms can vary greatly between countries.
(C) Data across different political systems is often standardized and easily comparable.
(D) Gaining access to reliable information can be difficult in certain political contexts.

**22.** The term 'Development' in Development Administration is best understood as:
(A) Exclusively economic growth measured by GDP.
(B) A multi-dimensional process involving social, political, and economic change.
(C) The simple preservation of traditional societal values.
(D) The expansion of bureaucratic structures for their own sake.

**23.** Which of the following is a key dimension of development?
(A) Stagnation
(B) Bureaucratic rigidity
(C) Cultural isolation
(D) Social advancement and equity

**24.** Given below are two statements:
**Statement I :** Modernization is synonymous with development.
**Statement II :** Modernization often implies the adoption of Western technologies and values, while development is a broader concept of societal improvement.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**25.** Consider the following statements:
A. Meeting the needs of the present without

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**7.** According to Fred Riggs's typology, a 'prismatic' society is characterized by:
(A) High levels of functional differentiation and social integration.
(B) A complete fusion of traditional and modern administrative norms.
(C) A simple, agrarian structure governed by ascriptive values.
(D) A high degree of heterogeneity, formalism, and overlapping.

**8.** Which approach to Comparative Administration is most closely associated with the work of Fred Riggs?
(A) The Ecological Approach
(B) The Institutional Approach
(C) The Systems Approach
(D) The Behavioural Approach

**9.** Which of the following is NOT a feature of Fred Riggs's 'fused' society model?
(A) Ascription-based recruitment
(B) Functionally diffuse structures
(C) Universalistic norms
(D) A simple, agrarian economy

**10.** Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** The Systems Approach views an administrative system as a set of interrelated parts working towards a common goal.
**Reason (R) :** This approach focuses on inputs, conversion processes, outputs, and feedback, analyzing how the system interacts with its environment.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**11.** A major problem in comparative research in public administration is:
(A) The complete absence of administrative data in most countries.
(B) The general lack of interest from global scholars in other nations.
(C) The universal applicability of all administrative theories.
(D) Finding comparable concepts and data across different cultures.

**12.** In the context of comparative research, the term 'formalism' as used by Riggs refers to:
(A) A high degree of adherence to formal rules and regulations.
(B) A discrepancy between prescribed norms and actual practices.
(C) The emphasis on formal education for civil servants.
(D) The use of formal channels of communication exclusively.

**13.** Which of the following represents a significant influence of globalization on comparative studies in public administration?
(A) A decreased interest in cross-national administrative practices.
(B) A shift towards studying only isolated, non-globalized administrative systems.
(C) An increased focus on issues like governance, non-state actors, and policy transfer.
(D) A reinforcement of the idea that national administrative systems are completely unique.

**14.** Given below are two statements:
**Statement I :** It focuses on 'what functions are performed' by administrative structures.
**Statement II :** It is primarily concerned with the psychological motivations of individual administrators.
Which of the following is correct regarding the Structural-Functional approach?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**15.** Consider the following statements:
A. A strong tradition of a politically neutral and permanent civil service.
B. A federal structure with significant power devolved to state governments.
C. The principle of ministerial responsibility.
D. The presence of a specialized administrative court system like the French Conseil d'État.
E. The dominance of a 'spoils system' in bureaucratic appointments.
Which of the above statements are salient

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(D) Henri Fayol

**34.** The perspective of Dwight Waldo on Development Administration emphasized:
(A) The importance of the political and social context of administration.
(B) A purely economic and quantitative view of development.
(C) A strict, apolitical, and technical approach to administration.
(D) The complete privatization of all development functions.

**35.** Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** Bureaucracy can play a crucial positive role in development.
**Reason (R) :** Bureaucracies can provide the organizational capacity, technical expertise, and continuity required to implement complex, long-term development projects.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**36.** Which of the following is a potential negative role of bureaucracy in development?
(A) Facilitating rapid and flexible responses to local needs.
(B) Promoting citizen participation in development planning.
(C) Ensuring accountability and transparency in project implementation.
(D) Adhering to rigid rules and procedures that stifle innovation.

**37.** How has globalization impacted Development Administration?
(A) It has completely eliminated the role of the state in development.
(B) It has isolated developing countries from global development discourses.
(C) It has introduced new models like Public-Private Partnerships and highlighted the role of non-state actors.
(D) It has reduced the importance of achieving Sustainable Development Goals.

**38.** Which of the following is an example of a 'Non-State actor' in Development Administration?
(A) A national ministry of finance.
(B) An international Non-Governmental Organization (NGO).
(C) A local municipal corporation.
(D) A state-level planning commission.

**39.** Public-Private Partnerships (PPPs) in the context of development administration refer to:
(A) The complete takeover of public services by private companies.
(B) A government system where public and private officials exchange roles.
(C) The process of government officials investing their private funds in public projects.
(D) Collaborative arrangements between government agencies and private sector entities to deliver public services or infrastructure.

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**40.** Consider the following statements:
A. It is exclusively concerned with the administrative history of a single nation.
B. It seeks to identify patterns and regularities in administrative action across different cultures.
C. It contributes to theory-building in public administration.
D. It considers the environment of administration to be irrelevant.
Which of the above statements about Comparative Public Administration are correct?
(A) A and D only
(B) B and C only
(C) A, B, and C
(D) B, C, and D

**41.** What does 'Corporate Social Responsibility' (CSR) entail?
(A) A legal requirement for all corporate profits to be given to the government.
(B) The idea that corporations are only responsible to their shareholders for maximizing profit.
(C) A business model where companies voluntarily integrate social and environmental concerns into their operations.
(D) The process of corporations replacing the

compromising the ability of future generations to meet their own needs.
B. Prioritizing rapid economic growth at any environmental cost.
C. Focusing solely on ecological preservation without considering social equity.
D. Integrating economic, social, and environmental objectives in development planning.
E. A short-term approach to resource exploitation.

Which of the above statements correctly describe the concept of Sustainable Development?
(A) A and D only
(B) B and C only
(C) C and E only
(D) A, B, and E

**26.** The 'Anti-Development' thesis primarily argues that:
(A) The dominant discourse of 'development' is often a form of Western neo-colonialism that harms local cultures and environments.
(B) Development projects are always beneficial to all sections of society.
(C) All development should be halted immediately.
(D) Sustainable development is an unachievable and impractical idea.

**27.** The Sustainable Development Goals (SDGs) are a set of goals adopted by:
(A) A coalition of multinational corporations.
(B) A specific group of environmental NGOs.
(C) The G7 countries exclusively.
(D) The member states of the United Nations.

**28.** Which of the following is NOT one of the Sustainable Development Goals (SDGs)?
(A) No Poverty
(B) Increased Military Spending
(C) Zero Hunger
(D) Quality Education

**29.** What is the core concept of Development Administration?
(A) The administration of routine, law-and-order functions.
(B) The study of historical administrative systems.
(C) The administration of change, aimed at achieving specific developmental goals.
(D) The management of private sector enterprises.

**30.** Match List I with List II concerning Fred Riggs's concepts:
List I: (Concept)
P. Fused Society
Q. Prismatic Society
R. Diffracted Society
S. Sala Model
List II: (Characteristic Feature)
1. High degree of formalism and overlapping.
2. Functionally specific and differentiated structures.
3. Administrative sub-system in a Prismatic society.
4. Traditional, agrarian, and functionally diffuse.

Codes:
(A) P-1, Q-2, R-3, S-4
(B) P-4, Q-1, R-2, S-3
(C) P-2, Q-3, R-4, S-1
(D) P-4, Q-2, R-1, S-3

**31.** A key feature of Development Administration is that it is:
(A) Change-oriented
(B) Status quo-oriented
(C) Resistant to innovation
(D) Focused only on procedural compliance

**32.** The 'Ecology of Development Administration' refers to:
(A) The physical office environment of administrators.
(B) The interaction between the administrative system and its socio-cultural, economic, and political environment in the context of development.
(C) The set of environmental protection laws administered by the government.
(D) The exclusive study of rural administrative structures.

**33.** Which scholar is most credited with articulating the concept of Development Administration and its goal-oriented nature?
(A) Max Weber
(B) Edward Weidner
(C) Woodrow Wilson

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# CHAPTER 05

# Comparative and Development Administration

**1.** Which of the following best defines Comparative Public Administration (CPA)?
(A) The study of governmental administration in a single, specific country.
(B) The comparative study of administrative systems of different nations and cultures.
(C) The historical analysis of administrative theories without cross-national comparison.
(D) The study of private corporate administration across different regions.

**2.** The primary significance of Comparative Public Administration lies in its ability to:
(A) Develop a more scientific and theory-rich understanding of public administration.
(B) Provide a universal solution for all administrative problems.
(C) Isolate public administration from its cultural and social context.
(D) Focus exclusively on the administrative practices of developed nations.

**3.** Which of the following is considered a core element of the 'environment' of public administration in the context of CPA?
(A) The internal hierarchical structure of a government department.
(B) The specific performance appraisal techniques used for civil servants.
(C) The social, economic, and political context in which administration operates.
(D) The budgetary allocation for a particular government agency.

**4.** Given below are two statements:
**Statement I :** The scope of Comparative Public Administration is limited to the formal structures of government.
**Statement II :** The scope of Comparative Public Administration includes understanding the ecological factors influencing administrative performance.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**5.** Match List I with List II regarding the approaches to Comparative Administration:
List I: (Approach)
P. Institutional Approach
Q. Behavioural Approach
R. Ecological Approach
S. Structural-Functional Approach
List II: (Primary Focus)
1. The study of individuals and groups within administrative settings.
2. The analysis of formal government structures like legislatures and executives.
3. The relationship between an administrative system and its external environment.
4. The functions performed by administrative structures to maintain the system.
Codes:
(A) P-2, Q-1, R-3, S-4
(B) P-1, Q-2, R-4, S-3
(C) P-3, Q-4, R-1, S-2
(D) P-2, Q-3, R-4, S-1

**6.** The Behavioural Approach to the study of Comparative Administration places emphasis on:
(A) The study of legal codes and constitutional documents.
(B) The analysis of human behavior within administrative organizations.
(C) The historical evolution of administrative institutions.
(D) The formal organizational charts and hierarchies.

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role of the state entirely.

**42.** The Human Development Index (HDI) is a composite statistic of which three key dimensions?
(A) Life expectancy, education, and per capita income.
(B) Industrial output, agricultural production, and export earnings.
(C) Political freedom, cultural vibrancy, and military strength.
(D) Urbanization rate, internet penetration, and population density.

**43.** What is the primary purpose of a 'Social Audit'?
(A) To assess the financial health of a private corporation.
(B) To conduct a headcount of employees in a government department.
(C) To review the tax compliance of non-governmental organizations.
(D) To measure the social and ethical performance of an organization or program, often with community participation.

**44.** Given below are two statements:
**Statement I :** Edward Weidner defined Development Administration as "the process of guiding an organization toward the achievement of progressive political, economic, and social objectives."
**Statement II :** The concept of Development Administration is inherently status quo-oriented and resistant to change.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**45.** Consider the following objectives:
A. Maintaining law and order without a focus on socio-economic change.
B. Formulating and implementing plans, programs, and projects for national development.
C. Promoting social change and equitable growth.
D. Resisting all forms of technological innovation.
E. Achieving pre-determined developmental goals and targets.
Which of the above are objectives of Development Administration?
(A) A, C, and D
(B) B, C, and E
(C) A, D, and E
(D) A, B, and C

**46.** The Institutional Approach in CPA would be most interested in studying:
(A) The informal power dynamics between bureaucrats.
(B) The psychological impact of administrative work on employees.
(C) The flow of information within an administrative system.
(D) The legal powers and constitutional role of a country's civil service commission.

**47.** In Fred Riggs's typology, a 'diffracted' society is best exemplified by:
(A) A modern, industrialized nation like Japan or the USA.
(B) A traditional tribal village.
(C) A developing nation experiencing rapid transition.
(D) A society with no formal government structure.

**48.** A researcher comparing the role of the Prime Minister's Office in the UK and the President's Executive Office in the USA is primarily using which approach?
(A) Behavioural Approach
(B) Institutional Approach
(C) Ecological Approach
(D) Anti-Development Approach

**49.** Which statement best captures the essence of the 'scope' of Comparative Public Administration?
(A) It is limited to comparing the salaries of civil servants.
(B) It is broad, encompassing macro-level comparisons of whole administrative systems and micro-level analyses of specific administrative functions.
(C) It is narrow and focuses only on Western administrative models.
(D) It excludes the study of non-governmental organizations.

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**100.** Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R).

**Assertion (A) :** Public-Private Partnerships (PPPs) are increasingly promoted as a tool for development administration.

**Reason (R) :** PPPs are seen as a way to bring private sector capital, efficiency, and expertise to public projects, thereby overcoming the financial and managerial constraints of the state.

(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**101.** Which of the following statements about the Human Development Index (HDI) is incorrect?

(A) It provides a more comprehensive picture of human well-being than GDP per capita alone.
(B) It includes indicators for health, education, and standard of living.
(C) It was developed by the World Bank to measure national debt.
(D) It is used to rank countries on a scale of human development.

**102.** In the context of Development Administration, what does 'social audit' primarily seek to achieve?

(A) Financial profitability for the government.
(B) Accountability of implementing agencies to the primary stakeholders, especially the community.
(C) The election of new political leaders.
(D) The promotion of a particular brand of products.

**103.** The defining characteristic of the British administrative system, often termed the 'Whitehall model', is:

(A) The election of senior civil servants.
(B) The dominance of administrative courts over regular courts.
(C) The frequent exchange of personnel with the private sector.
(D) A permanent, non-partisan, and professional civil service.

**104.** Given below are two statements:

**Statement I :** The Ecological approach to public administration was pioneered by Fred W. Riggs.

**Statement II :** This approach argues that administrative practices are universally applicable and are not affected by their environment.

Which of the following is correct?

(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**105.** Consider the following statements:

A. Formalism: The high degree of congruence between prescribed rules and actual behavior.
B. Poly-normativism: The existence of a single, coherent set of norms guiding behavior.
C. Overlapping: New structures take on a range of functions, including traditional ones.
D. Diffracted Society: Characterized by a high degree of functional specificity and universalistic norms.
E. Fused Society: Characterized by a high degree of specialization and achievement orientation.

Which of the above concepts and their descriptions are correctly matched?

(A) A and B only
(B) C and D only
(C) A, C, and E
(D) B, D, and E

**106.** The Systems approach to comparative administration analyzes the administrative system in terms of:

(A) Its inputs, conversion processes, outputs, and feedback mechanisms.
(B) The personal biographies of top administrators.
(C) Its historical origins dating back to ancient civilizations.
(D) A static and unchanging legal framework.

**107.** Which of the following best illustrates the concept of a 'non-state actor' in development administration?

(A) The Ministry of Rural Development.
(B) The World Bank providing a loan for a project.

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**59.** According to Fred Riggs, the 'Sala model' is the administrative subsystem of which type of society?
(A) The Fused Society
(B) The Industrial Society
(C) The Diffracted Society
(D) The Prismatic Society

**60.** Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** Globalization presents both challenges and opportunities for Development Administration.
**Reason (R) :** It can impose standardized policies that are ill-suited to local contexts, but also facilitate the flow of capital, technology, and ideas that can aid development.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**61.** What is meant by a 'clect' in Fred Riggs's Prismatic-Sala model?
(A) A modern, merit-based bureaucratic group.
(B) A formal political party in a diffracted society.
(C) A group in a prismatic society that combines characteristics of a modern class and a traditional clan.
(D) A traditional caste group in a fused society.

**62.** The 'bazaar-canteen' model of Fred Riggs describes:
(A) The economic subsystem of a diffracted society.
(B) The political party system in a fused society.
(C) The international trade system under globalization.
(D) A model of economic life in a prismatic society characterized by price indeterminacy and subsidized goods.

**63.** Which statement identifies an incorrect pair?
(A) Japan - A complete separation of bureaucracy from the political and corporate sectors.
(B) UK - Parliamentary sovereignty and ministerial responsibility.
(C) USA - Spoils system and its gradual replacement by a merit system.
(D) France - Highly centralized state and the 'Grandes Écoles' for training elites.

**64.** Given below are two statements:
**Statement I :** The Behavioural approach prioritizes the study of laws, rules, and formal structures.
**Statement II :** It seeks to understand public administration by analyzing the attitudes, motivations, and actions of the people involved.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**65.** Consider the following statements:
A. The availability of perfectly equivalent and reliable data across all countries.
B. The risk of ethnocentrism, where a researcher views other cultures through the lens of their own.
C. The difficulty in isolating administrative variables from their unique environmental contexts.
D. The high cost and complexity of conducting cross-national fieldwork.
E. The universal agreement on all administrative concepts and terminology.
Which of the above are challenges associated with comparative research in public administration?
(A) A, B, and C
(B) B, C, and D
(C) A, D, and E
(D) C, D, and E

**66.** The concept of 'development and its dimensions' implies that development is not just about economic indicators but also includes:
(A) Social equity, political participation, and human well-being.
(B) Military expansion and territorial acquisition.
(C) The preservation of all traditional practices, regardless of their impact.
(D) The size of the bureaucracy and the number of regulations.

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**50.** Match List I with List II regarding administrative systems:
List I: (Country)
P. USA
Q. France
R. UK
S. Japan
List II: (Salient Feature)
1. Tradition of a generalist, neutral civil service under ministerial responsibility.
2. System of administrative law and courts (droit administratif and Conseil d'État).
3. Historically close bureaucracy-business relationship ("Japan Inc.").
4. Fragmentation of administration due to separation of powers and federalism.
Codes:
(A) P-1, Q-3, R-2, S-4
(B) P-4, Q-2, R-1, S-3
(C) P-4, Q-1, R-2, S-3
(D) P-2, Q-4, R-3, S-1

**51.** The phenomenon of 'poly-normativism' in Riggs's prismatic model refers to:
(A) The peaceful coexistence of a single, universally accepted set of norms.
(B) A complete absence of any social or administrative norms.
(C) The simultaneous presence of conflicting modern, traditional, and formalistic norms.
(D) The strict adherence to the formal laws of the country.

**52.** The 'nature' of Comparative Public Administration can be described as:
(A) Purely theoretical with no practical application.
(B) Exclusively historical, with no relevance to contemporary issues.
(C) Entirely prescriptive, offering one-best-way solutions.
(D) Inherently interdisciplinary, drawing from political science, sociology, and economics.

**53.** Which of the following is NOT a characteristic of the diffracted model society according to Fred Riggs?
(A) Functionally specific structures
(B) Achievement-based norms
(C) Functionally diffuse structures
(D) High degree of social mobility

**54.** The influence of globalization on comparative studies has led to a greater emphasis on:
(A) The concept of the 'garrison state'.
(B) The theory of 'policy transfer' and 'lesson-drawing' between nations.
(C) The complete irrelevance of the nation-state in administration.
(D) The study of ancient administrative practices only.

**55.** Consider the following thinkers and concepts:
1. Fred Riggs's Ecological Model
2. Edward Weidner's Development Administration
3. Traditional Institutional Approach
4. Emergence of Public-Private Partnerships as a key theme
Which of the following is the correct chronological sequence of their development within administrative thought?
(A) 3, 1, 2, 4
(B) 2, 3, 1, 4
(C) 1, 2, 4, 3
(D) 4, 1, 3, 2

**56.** In the context of Development Administration, 'modernization' is often criticized for:
(A) Being ethnocentric and equating development with Westernization.
(B) Being a slow, indigenous process of change.
(C) Ignoring economic growth entirely.
(D) Promoting excessive citizen participation.

**57.** The concept of 'Sustainable Development Goals (SDGs)' succeeded which previous global development framework?
(A) The Bretton Woods Agreement
(B) The Kyoto Protocol
(C) The Millennium Development Goals (MDGs)
(D) The Marshall Plan

**58.** Which feature is central to the concept of Development Administration?
(A) Goal orientation and innovation
(B) Procedural rigidity
(C) Maintaining the existing social order
(D) A focus on revenue collection only

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a mix of old and new functions.

E. Universalism as the sole basis for recruitment and transactions.

Which of the above statements are characteristics of a 'Prismatic Society' as described by Fred Riggs?

(A) A and E only
(B) A, C, and D
(C) B, C, and D
(D) A, B, and E

**76.** The concept of Sustainable Development critically links development with:

(A) Short-term profit maximization.
(B) Inter-generational equity and environmental protection.
(C) The expansion of the military-industrial complex.
(D) The complete abandonment of industrial activity.

**77.** Which of the following represents the significance of Edward Weidner's contribution to Development Administration?

(A) He critiqued the entire concept of development.
(B) He applied the ecological model exclusively to developed countries.
(C) He focused on its action-oriented and goal-oriented nature for inducing change.
(D) He argued that administration should be separate from development goals.

**78.** Which of the following is a core characteristic of the bureaucracy that can be a hindrance to development?

(A) Flexibility and adaptability.
(B) A strong orientation towards client satisfaction and public service.
(C) Encouragement of innovation and risk-taking.
(D) Goal displacement, where following rules becomes more important than achieving results.

**79.** The rise of Public-Private Partnerships (PPPs) in Development Administration is partly a response to:

(A) The perceived limitations of the state in financing and managing large-scale infrastructure projects alone.
(B) The belief that the state has unlimited financial resources.
(C) A global mandate to eliminate the private sector from public life.
(D) The success of purely state-run enterprises in all sectors.

**80.** Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R).

**Assertion (A) :** The study of comparative public administration helps in avoiding ethnocentrism.

**Reason (R) :** By examining different administrative systems in their own environmental contexts, scholars can appreciate that there is no single "best way" to administer.

(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**81.** Corporate Social Responsibility (CSR) can contribute to development by:

(A) Increasing the tax burden on the general public.
(B) Encouraging companies to engage in projects related to community health, education, and environment.
(C) Focusing corporate efforts solely on lobbying the government.
(D) Ensuring companies avoid all forms of social and environmental investment.

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**82.** The 'ecological approach' in public administration suggests that:

(A) An administrative system is a product of and is influenced by its social, cultural, and economic setting.
(B) Administrative systems can be understood in isolation from their environment.
(C) The only important environmental factor is the physical geography of a country.
(D) All administrative systems should adopt identical environmental protection laws.

**83.** Which statement accurately differentiates 'Development' from 'Modernization'?

(A) Modernization is a broader concept, while development is a narrow, technological one.

**67.** Which of the following is the most appropriate description of the 'anti-development' school of thought?
(A) A school that advocates for faster, more aggressive industrialization.
(B) A framework that supports only state-led development initiatives.
(C) A critique that views the dominant 'development' paradigm as a form of cultural and economic imperialism.
(D) An argument for replacing all development with environmental conservation only.

**68.** A key objective of Development Administration is to:
(A) Minimize the role of the state in the economy.
(B) Focus solely on urban infrastructure projects.
(C) Uphold traditional power structures and resist change.
(D) Build the institutional capacity for implementing development programs.

**69.** The contribution of Fred Riggs to Development Administration is primarily through his:
(A) Advocacy for a universal model of administration.
(B) Development of the Human Development Index.
(C) Emphasis on the ecological context and the specific challenges of administration in 'prismatic' societies.
(D) Theory of Public-Private Partnerships.

**70.** Match List I with List II concerning actors and concepts in development:
List I: (Term)
P. Public-Private Partnership
Q. Corporate Social Responsibility
R. Non-State Actor
S. Social Audit
List II: (Description)
1. A business's commitment to ethical behavior and sustainable development.
2. An NGO or a community-based organization involved in development.
3. A collaborative venture between a government body and a private company.
4. A process for citizens to review and verify the performance of a program.

Codes:
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-1, R-2, S-4
(C) P-4, Q-3, R-1, S-2
(D) P-2, Q-4, R-3, S-1

**71.** The emergence of non-state actors in development administration signifies:
(A) The complete failure and retreat of the state.
(B) The illegal usurpation of government functions.
(C) A return to traditional, pre-state forms of governance.
(D) A shift from a state-centric model of development to a more pluralistic, multi-actor approach.

**72.** Human Development Indicators (HDIs) are used to:
(A) Provide a broader measure of development beyond just economic growth.
(B) Rank countries based on their military power.
(C) Calculate the profitability of multinational corporations.
(D) Determine the level of political freedom in a nation.

**73.** The 'Spoils System' is a feature most famously associated with the historical administrative system of which country?
(A) France
(B) United Kingdom
(C) USA
(D) Japan

**74.** A 'Social Audit' primarily promotes which principle of good governance?
(A) Accountability
(B) Secrecy
(C) Centralization
(D) Hierarchy

**75.** Consider the following statements:
A. High degree of functional specificity in social structures.
B. Heterogeneity, with the simultaneous existence of modern and traditional systems.
C. Formalism, a gap between what is formally prescribed and what is actually practiced.
D. Overlapping, where new structures perform

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state exclusively.
(C) The personal histories of famous administrators.
(D) The essential functions that must be performed for a system to survive and the structures that perform them.

**92.** The influence of globalization on development administration has led to an increased emphasis on:
(A) National isolationism and self-sufficiency.
(B) Governance indicators, transparency, and accountability as promoted by international bodies.
(C) The sole reliance on traditional methods of administration.
(D) The complete rejection of foreign aid and investment.

**93.** The administrative system of the USA is characterized by a high degree of fragmentation due to:
(A) A unitary form of government.
(B) A single, all-powerful administrative agency.
(C) The principles of federalism and separation of powers.
(D) A lack of political parties.

**94.** What is the fundamental difference between Comparative Public Administration and traditional Public Administration?
(A) Traditional PA is practical, while CPA is purely theoretical.
(B) Traditional PA studies government, while CPA studies private companies.
(C) There is no fundamental difference between the two.
(D) Traditional PA is often culture-bound to one nation, while CPA is cross-cultural and analytical.

**95.** Consider the following administrative phenomena:
1. Focus on formal-legal structures (Institutionalism).
2. Emphasis on human behaviour in organizations (Behaviouralism).
3. Focus on cross-national analysis of administration in its environment (CPA).
4. Rise of governance models involving Non-State Actors and PPPs.

Which of the following is the correct chronological sequence of their emphasis in administrative studies?
(A) 1, 2, 3, 4
(B) 2, 1, 4, 3
(C) 3, 4, 1, 2
(D) 4, 3, 2, 1

**96.** The concept of 'heterogeneity' in Riggs's prismatic society refers to:
(A) A society that is completely uniform and homogenous.
(B) The mixture of modern, differentiated systems with traditional, diffuse ones.
(C) The existence of multiple languages within a country.
(D) The variety of goods available in the market.

**97.** An example of the role of bureaucracy in development would be:
(A) A clerk in the passport office stamping a document according to rules.
(B) A district collector implementing a national rural employment scheme.
(C) A police officer managing traffic at a city intersection.
(D) A judge presiding over a commercial dispute.

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**98.** The Anti-Development critique would most likely be critical of:
(A) A large-scale dam project funded by an international bank that displaces thousands of indigenous people.
(B) A small-scale, community-led irrigation project using local knowledge.
(C) A program to improve literacy rates using local teachers and languages.
(D) An initiative to preserve traditional art forms.

**99.** Which of the following is NOT an approach to the study of Comparative Administration?
(A) Structural-Functional Approach
(B) Behavioural Approach
(C) Psychoanalytic Approach
(D) Institutional Approach

(B) There is no difference; the two terms are completely interchangeable.
(C) Modernization often implies adopting Western models, whereas development is a more holistic concept of positive societal change.
(D) Development focuses on technology, while modernization focuses on social equity.

**84.** Given below are two statements:
**Statement I :** The Sustainable Development Goals (SDGs) apply only to developing countries.
**Statement II :** The SDGs are a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**85.** Consider the following administrative features:
A. UK: A career bureaucracy with a strong tradition of political neutrality.
B. USA: A unified and highly centralized administrative structure.
C. France: The absence of a special system of administrative law.
D. Japan: A close working relationship between government ministries and large corporations.
Which of the above are correctly identified?
(A) A and D only
(B) B and C only
(C) A, B, and C
(D) B, C, and D

**86.** The concept of 'droit administratif' is a key element of the administrative system of:
(A) The United States
(B) France
(C) The United Kingdom
(D) Japan

**87.** Which of the following is NOT a typical feature of Development Administration?
(A) Change-orientation
(B) Client-orientation
(C) Goal-orientation
(D) Status quo-orientation

**88.** The contribution of Dwight Waldo to public administration emphasizes the importance of:
(A) The political theory and normative concerns underlying administrative decisions.
(B) Quantitative measurement over normative values.
(C) A strict separation between politics and administration.
(D) The universal applicability of scientific management principles.

**89.** A key problem in comparative research is the 'unit of analysis' problem, which refers to:
(A) The difficulty in translating research documents.
(B) The refusal of administrators to be interviewed.
(C) Deciding whether to compare whole systems, institutions, or specific policies.
(D) The lack of standardized currency units across countries.

**90.** Match List I with List II regarding key ideas and contributors:
List I: (Scholar)
P. Fred Riggs
Q. Edward Weidner
R. Dwight Waldo
S. Proponents of CSR
List II: (Key Idea/Contribution)
1. Emphasized the political and social context of administration, questioning the politics-administration dichotomy.
2. Focus on the action-oriented and goal-oriented nature of administration for societal change.
3. Ecological approach and the Prismatic-Sala model.
4. Argue for the role of business in contributing to sustainable development.
Codes:
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-1, S-2
(C) P-3, Q-2, R-1, S-4
(D) P-2, Q-3, R-4, S-1

**91.** The Structural-Functional approach in CPA is concerned with:
(A) The psychological motivations of individual civil servants.
(B) The legal-constitutional framework of the

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(C) The state-owned national electricity company.
(D) Doctors Without Borders providing healthcare in a remote area.

**108.** The "Development and Modernization" suggests that:
(A) Both are identical processes.
(B) Modernization is a sub-process within the broader goal of development, often with a technological or Western focus.
(C) Development is a Western concept, while modernization is an Eastern one.
(D) True development requires the rejection of all forms of modernization.

**109.** Which of the following is a primary objective of Development Administration?
(A) To ensure strict adherence to traditional hierarchical structures.
(B) To reduce the size and scope of government activities.
(C) To bring about socio-economic and political change in a planned manner.
(D) To focus exclusively on the maintenance of law and order.

**110.** Match List I with List II regarding core developmental ideas:
List I: (Concept)
P. Human Development Indicators
Q. Sustainable Development
R. Public-Private Partnership
S. Social Audit
List II: (Core Idea)
1. Meeting present needs without compromising future generations.
2. A tool for community-based monitoring and accountability.
3. A composite index of life expectancy, education, and income.
4. A collaboration between government and a private entity for public services.
Codes:
(A) P-3, Q-1, R-4, S-2
(B) P-1, Q-3, R-2, S-4
(C) P-3, Q-2, R-1, S-4
(D) P-2, Q-4, R-3, S-1

**111.** One of the main problems of comparative research is the tendency of the researcher to apply their own cultural values and standards when studying another system. This is known as:
(A) Ethnocentrism
(B) Universalism
(C) Formalism
(D) Empiricism

**112.** The administrative system of France is known for its dual court system, which includes:
(A) Federal and state courts.
(B) Ordinary courts for civil/criminal cases and a separate hierarchy of administrative courts.
(C) Royal courts and religious courts.
(D) A single, unified Supreme Court that hears all types of cases.

**113.** The contribution of Fred Riggs to the study of Development Administration is most associated with his analysis of the:
(A) Role of multinational corporations.
(B) Administrative problems in transitional or 'prismatic' societies.
(C) Bureaucracies of developed Western nations.
(D) Impact of social media on governance.

**114.** The 'nature' of development administration is best described as:
(A) Dynamic, innovative, and change-oriented.
(B) Static and regulatory.
(C) Abstract and philosophical.
(D) Focused solely on revenue collection.

**115.** Consider the following features:
A. A unitary system with all power concentrated in the national government.
B. A strong separation of powers, leading to administrative fragmentation.
C. A system of administrative courts similar to the French Conseil d'État.
D. The influence of both the 'spoils system' historically and the 'merit system' in modern times.
E. A politically neutral, permanent civil service head in every department.
Which of the above are salient features of the administrative system of the USA?
(A) A and C only
(B) B and D only

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(C) A, C, and E
(D) B, C, and D

**116.** "The administration of development and the development of administration" is a phrase that captures the dual focus of:
(A) Traditional Public Administration
(B) Comparative Public Administration
(C) New Public Management
(D) Development Administration

**117.** A major impact of globalization on comparative public administration is the:
(A) Decreased relevance of studying other countries.
(B) Complete homogenization of all administrative systems.
(C) Increased importance of understanding global standards and policy diffusion.
(D) Return to purely institutional and legalistic studies.

**118.** Which statement about the Sustainable Development Goals (SDGs) is incorrect?
(A) They consist of a set of 17 interconnected goals.
(B) They are legally binding international treaties that carry severe financial penalties for non-compliance.
(C) They were designed to be a "blueprint to achieve a better and more sustainable future for all."
(D) They address global challenges including poverty, inequality, climate change, and environmental degradation.

**119.** A defining feature of bureaucracy that can be an asset in development is its:
(A) Tendency to resist change.
(B) Slow and cumbersome decision-making process.
(C) Focus on internal procedures over external results.
(D) Impersonality and rationality, which can ensure fair implementation of programs.

**120.** Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** The Behavioural Approach represented a significant shift in the study of public administration.
**Reason (R) :** It moved the focus of analysis from formal institutions and laws to the actual behavior of individuals and groups within administrative settings.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**121.** The term 'ecology' in "Ecology of Development Administration" implies that:
(A) Development administration is only concerned with environmental issues.
(B) The physical office building is the most important factor in administrative success.
(C) Administrative systems for development must be understood in relation to their surrounding environment.
(D) Administrative theories developed in one environment can be applied anywhere without modification.

**122.** Which scholar is known for arguing that Development Administration is concerned with "the process of guiding an organization toward the achievement of progressive political, economic, and social objectives"?
(A) Edward Weidner
(B) Fred Riggs
(C) Dwight Waldo
(D) Max Weber

**123.** Which of the following represents a pair of concepts that are often seen in opposition within the study of development?
(A) Economic Growth and Social Equity
(B) Modernization and Westernization
(C) Development and Change
(D) Sustainable Development and Anti-Development

**124.** The concept of Corporate Social Responsibility (CSR) implies that corporations have a responsibility towards:
(A) Only their shareholders and bottom line.
(B) A broader set of stakeholders, including employees, community, and the environment.

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(C) Only the government and regulatory bodies.
(D) Only their competitors in the marketplace.

**125.** Consider the following features:
A. Functionally diffuse structures.
B. Universalistic norms.
C. High degree of formalism.
D. Functionally specific structures.
E. Ascription as the basis for recruitment.
Which of the above features belong to Fred Riggs's model of a 'Diffracted' Society?
(A) A and C only
(B) B and D only
(C) A, C, and E
(D) B, D, and E

**126.** The shift from studying formal government structures to analyzing the actual behavior of administrators is characteristic of which approach?
(A) The Institutional Approach
(B) The Historical Approach
(C) The Legal Approach
(D) The Behavioural Approach

**127.** Which of the following would be a typical focus of the Structural-Functional approach to CPA?
(A) Examining how the function of political socialization is performed by the administrative system in a country.
(B) Analyzing the life history of a specific bureaucrat.
(C) Studying the text of the administrative laws of a nation.
(D) Measuring the job satisfaction levels of public employees.

**128.** What is the most significant problem for comparative research that arises from Fred Riggs's concept of 'formalism'?
(A) It proves that all administrative systems are fundamentally the same.
(B) It shows that formal documents and laws may not reflect the reality of administrative practice.
(C) It makes cross-national research impossible to conduct.
(D) It indicates that administrators always follow the rules perfectly.

**129.** A key characteristic of the Japanese administrative system has been its:
(A) Emphasis on a spoils system of appointments.
(B) Role in guiding post-war economic development in close partnership with industry.
(C) Highly decentralized and fragmented nature.
(D) Adversarial relationship with the political executive.

**130.** Match List I with List II regarding thinkers and associated concepts:
List I: (Thinker)
P. Edward Weidner
Q. Fred Riggs
R. Dwight Waldo
S. Proponents of SDGs
List II: (Associated Concept)
1. Emphasized the importance of normative concerns and the political context of administration.
2. Focus on integrated goals for global sustainable development.
3. Defined Development Administration as goal-oriented and change-focused.
4. Developed the ecological approach and the prismatic society model.
Codes:
(A) P-4, Q-3, R-2, S-1
(B) P-3, Q-4, R-1, S-2
(C) P-1, Q-2, R-3, S-4
(D) P-3, Q-1, R-4, S-2

**131.** The term "dimensions of development" implies that development should be measured by:
(A) Only the Gross Domestic Product (GDP) of a country.
(B) The military strength of a nation.
(C) A variety of indicators including social, political, economic, and human factors.
(D) The size of a country's bureaucracy.

**132.** The "Anti-Development" thesis can be best understood as a critique of:
(A) The very idea of societal improvement.
(B) The participation of non-state actors in development.
(C) The principles of sustainable development.
(D) The mainstream, often Western-centric,

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**152.** Which statement accurately contrasts the administrative systems of the UK and France?
(A) France has a distinct body of administrative law (droit administratif), which is less formalized in the UK system.
(B) The UK has a specialized system of administrative courts, while France does not.
(C) France has a strong tradition of a politically neutral civil service, while the UK's is highly politicized.
(D) The UK's administration is based on a unitary system, while France's is based on a federal system.

**153.** A key 'dimension' of development that goes beyond mere economic growth is:
(A) An increase in the number of government regulations.
(B) A decline in international trade.
(C) An increase in social justice and equity.
(D) The maintenance of a rigid social hierarchy.

**154.** What is the fundamental principle of 'Sustainable Development'?
(A) Balancing economic, social, and environmental needs for present and future generations.
(B) Maximizing resource use in the present.
(C) Halting all economic activity to preserve the environment.
(D) Prioritizing economic growth over social and environmental concerns.

**155.** Consider the following statements:
A. He developed the ecological model for comparative analysis.
B. He emphasized its goal-oriented and action-oriented nature.
C. He focused on the administration of programs designed to achieve developmental objectives.
D. He argued that development administration is synonymous with traditional public administration.
E. He pioneered the concept of the 'prismatic society'.
Which of the above statements are considered contributions of Edward Weidner to Development Administration?
(A) A and E only
(B) B and C only
(C) D and E only
(D) A, B, and C

**156.** The term 'ecology' of administration was systematically introduced into public administration literature by:
(A) Woodrow Wilson
(B) Fred W. Riggs
(C) Max Weber
(D) F.W. Taylor

**157.** Which of the following is a potential negative aspect of bureaucracy's role in development?
(A) Efficiently mobilizing resources.
(B) Providing continuity and stability.
(C) A tendency toward "red-tapism" and procedural delays.
(D) Applying rules impersonally and fairly.

**158.** The increasing importance of international NGOs, multinational corporations, and civil society organizations in development activities points to the:
(A) Complete failure of the state.
(B) Illegality of all development projects.
(C) Decline of globalization.
(D) Emergence of non-state actors in development administration.

**159.** A Public-Private Partnership (PPP) model is often used for:
(A) Developing large infrastructure projects like highways or airports.
(B) Running the internal administration of a ministry.
(C) Conducting parliamentary elections.
(D) Appointing ambassadors to foreign countries.

**160.** Which of the following statements about Comparative Public Administration (CPA) is incorrect?
(A) It has an interdisciplinary nature.
(B) It acknowledges the influence of the environment on administration.
(C) It is limited to describing the administrative system of a single country.
(D) It seeks to build and test administrative theories.

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explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**143.** Which of the following is NOT a feature of Development Administration?
(A) It is rigid and procedure-bound.
(B) It is change-oriented.
(C) It is goal-oriented.
(D) It is participative and client-oriented.

**144.** The contribution of Dwight Waldo to the study of administration was to highlight its:
(A) Purely technical and scientific nature.
(B) Inseparable connection to political theory and normative values.
(C) Universal applicability across all cultures.
(D) Independence from its social and economic environment.

**145.** Which of the following statements about the role of bureaucracy in development is incorrect?
(A) Bureaucracy can provide the stability and expertise needed for long-term planning.
(B) Bureaucracy's hierarchical structure can speed up innovative decision-making.
(C) Bureaucratic "red tape" can hinder the timely implementation of development projects.
(D) Corruption within the bureaucracy can divert resources away from development goals.

**146.** The emergence of non-state actors in development administration means that:
(A) Development is now seen as a collaborative effort involving NGOs, civil society, and the private sector, alongside the state.
(B) The state has become completely irrelevant.
(C) Only for-profit companies are now involved in development.
(D) International law has outlawed the role of the state in development.

**147.** A company funding the construction of a school in a local community as part of its business policy is practicing:
(A) A Social Audit
(B) A Public-Private Partnership
(C) Corporate Social Responsibility
(D) A Hostile Takeover

**148.** Which of the following best defines the scope of Comparative Public Administration?
(A) It is restricted to the study of the UN administrative system.
(B) It is focused only on comparing administrative law.
(C) It deals exclusively with the history of public administration in one's own country.
(D) It involves the cross-cultural and cross-national study of public administration.

**149.** The 'Institutional Approach' to CPA would focus on:
(A) The informal networks among civil servants.
(B) The psychological stress of administrative work.
(C) The formal structures, rules, and legal mandates of government agencies.
(D) The public opinion about a particular government policy.

**150.** Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** Fred Riggs's Prismatic-Sala model is a powerful analytical tool for understanding the administrative challenges in many developing countries.
**Reason (R) :** The model's concepts like formalism, heterogeneity, and overlapping help to explain the gap between administrative plans and actual performance in such societies.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**151.** One of the main challenges in comparative research is finding 'equivalence', which means:
(A) Finding countries with the exact same population size to compare.
(B) Only comparing countries that use the same currency.
(C) Assuming that all administrative terms are universally understood.
(D) Ensuring that concepts and indicators have the same meaning and relevance across different cultures.

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**207.** A "Social Audit" differs from a traditional financial audit in that it:
(A) Focuses on the social impact and accountability to stakeholders, not just financial transactions.
(B) Is always conducted by the government.
(C) Is only applicable to private companies.
(D) Is a secret process with no public disclosure.

**208.** The 'anti-development' thesis questions the very desirability of mainstream development models, often arguing that they are:
(A) Excessively slow and overly cautious in implementation.
(B) Destructive to local cultures, environments, and livelihoods.
(C) Overly focused on indigenous knowledge and local traditions.
(D) Insufficiently focused on rapid and industrial economic growth.

**209.** Fred Riggs contributed to the study of development administration by:
(A) Creating the Human Development Index.
(B) Highlighting the specific administrative problems of transitional societies.
(C) Advocating for a one-size-fits-all administrative solution.
(D) Arguing that administration is separate from its environment.

**210.** Which of the following best represents the contribution of Edward Weidner to development administration?
(A) He emphasized its change-oriented and goal-driven nature.
(B) He focused on the ecological context.
(C) He critiqued the entire concept as neo-colonial.
(D) He stressed the importance of political theory.

**211.** Which concept describes the situation in a prismatic society where modern titles and offices exist, but they also perform many traditional, diffuse functions?
(A) Formalism
(B) Poly-normativism
(C) Overlapping
(D) Heterogeneity

**212.** The study of Public Administration and its Environment is a central theme of:
(A) The Ecological Approach
(B) The Systems Approach
(C) The Behavioural Approach
(D) Both A and B

**213.** The administrative system of which country is characterized by a unique relationship between the bureaucracy, the ruling political party, and big business, sometimes referred to as the 'iron triangle'?
(A) UK
(B) USA
(C) Japan
(D) France

**214.** Given below are two statements:
**Statement I :** The Sustainable Development Goals (SDGs) are a set of 17 goals intended to be achieved by 2030.
**Statement II :** The SDGs are exclusively focused on environmental protection and ignore social and economic issues.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

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**215.** Consider the following features:
A. Status-quo orientation
B. Change orientation
C. Goal orientation
D. Client orientation
E. Rigidity and resistance to innovation
Which of the above statement(s) are considered features of Development Administration?
(A) A and E only
(B) B, C, and D
(C) A, C, and D
(D) B, D, and E

**216.** A key challenge of comparative research, ethnocentrism, refers to the:
(A) Tendency to view and judge other cultures based on the standards of one's own culture.
(B) Belief that all cultures are equal.
(C) Method of studying ethnic minorities within a country.
(D) Lack of funding for cross-cultural studies.

**161.** The Behavioural approach shifted the focus of administrative studies from 'positions' to 'persons' and from 'structures' to:
(A) Laws
(B) Processes
(C) Budgets
(D) History

**162.** In Riggs's model, a society where structures are highly specialized and norms are universalistic is called:
(A) Diffracted
(B) Prismatic
(C) Agrarian
(D) Fused

**163.** A study comparing the effectiveness of anti-corruption agencies in UK, USA, and France would be an example of:
(A) Development Administration
(B) Traditional Public Administration
(C) Comparative Public Administration
(D) Corporate Social Responsibility

**164.** What does the term "Development and Modernization" imply a distinction between?
(A) Rural development and urban development.
(B) Public sector and private sector management.
(C) Administration and political management.
(D) Societal improvement versus technology-focused change.

**165.** Match List I with List II regarding associated administrative concepts:
List I: (Country)
P. UK
Q. USA
R. France
S. Japan
List II: (Associated Administrative Concept)
1. 'Spoils System'
2. 'Conseil d'État'
3. 'Bureaucracy-led industrial policy'
4. 'Ministerial Responsibility'
Codes:
(A) P-4, Q-1, R-2, S-3
(B) P-1, Q-2, R-3, S-4
(C) P-4, Q-3, R-1, S-2
(D) P-2, Q-4, R-3, S-1

**166.** A key feature of Sustainable Development Goals (SDGs) that distinguishes them from the earlier MDGs is their:
(A) Focus only on Africa.
(B) Universality, applying to all countries, rich and poor.
(C) Exclusive concern with economic growth.
(D) Complete neglect of environmental issues.

**167.** Which of the following best describes the significance of development administration?
(A) It provides a framework for maintaining the status quo.
(B) It is only concerned with the administration of developed countries.
(C) It argues against any form of planned change.
(D) It offers an administrative framework for achieving national development goals, particularly in emerging nations.

**168.** The contribution of Dwight Waldo to administrative thought is notable for its emphasis on:
(A) The inseparability of administrative action from political and ethical considerations.
(B) Time and motion studies.
(C) The creation of a value-free science of administration.
(D) The superiority of private administration over public administration.

**169.** What is a primary rationale for promoting Public-Private Partnerships in development administration?
(A) To increase the number of government employees.
(B) To eliminate the role of the government in service delivery.
(C) To leverage private sector financial resources and operational efficiency for public good.
(D) To ensure that public services are provided at the highest possible cost.

**170.** Consider the following statements:
A. The Institutional approach focuses on the formal-legal aspects of administration.
B. The Behavioural approach studies the actions and attitudes of individuals in organizations.
C. The Ecological approach, pioneered

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**189.** Which problem of comparative research is highlighted by the fact that 'corruption' might be viewed differently in different cultures?
(A) The problem of data access.
(B) The problem of funding.
(C) The problem of conceptual equivalence.
(D) The problem of technological access.

**190.** Match List I with List II regarding terms and their purposes:
List I: (Term)
P. Social Audit
Q. CSR
R. HDI
S. PPP
List II: (Primary Purpose)
1. Collaboration for public infrastructure projects.
2. Composite measure of health, education, and income.
3. Corporate contribution to social and environmental goals.
4. Community-based monitoring of public programs.
Codes:
(A) P-1, Q-2, R-3, S-4
(B) P-4, Q-3, R-2, S-1
(C) P-3, Q-4, R-1, S-2
(D) P-2, Q-1, R-4, S-3

**191.** The concept of 'development' is considered multi-dimensional because it includes:
(A) Economic, social, political, and cultural aspects.
(B) Only economic aspects.
(C) Only political aspects.
(D) Only social aspects.

**192.** The idea of meeting "the needs of the present without compromising the ability of future generations to meet their own needs" is the core definition of:
(A) Modernization
(B) Sustainable Development
(C) Anti-Development
(D) Globalization

**193.** Which of the following represents a potential negative role of bureaucracy in development?
(A) Ensuring accountability through record-keeping.
(B) Creating procedural bottlenecks that delay implementation.
(C) Providing technical expertise for complex projects.
(D) Implementing government policies on a large scale.

**194.** Which concept emphasizes that a company's responsibilities go beyond just making a profit?
(A) Corporate Social Responsibility
(B) Public-Private Partnership
(C) Social Audit
(D) Human Development Index

**195.** Consider the following:
1. Millennium Development Goals (MDGs)
2. The Brundtland Commission's definition of Sustainable Development
3. The rise of Development Administration as a field post-WWII
4. Sustainable Development Goals (SDGs)
Which of the following is the correct chronological order in which they gained prominence in global development discourse?
(A) 3, 2, 1, 4
(B) 1, 2, 3, 4
(C) 3, 1, 2, 4
(D) 2, 3, 1, 4

**196.** The core argument of the Ecological Approach is that an administrative system is an 'open system'. What does this mean?
(A) It has no boundaries and is chaotic.
(B) It does not interact with its environment.
(C) It is open only to influences from other government agencies.
(D) It constantly interacts with and is influenced by its external environment.

**197.** The existence of a 'merit system' is a salient feature of the modern administrative system of which country?
(A) USA
(B) UK
(C) All of the above
(D) France

**198.** Given below are two statements:
**Statement I :** Development Administration is synonymous with traditional public administration.

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(A) state-centric
(B) authoritarian
(C) pluralistic
(D) bureaucratic

**180.** Which of the following is the best example of a Public-Private Partnership in action?
(A) Nationalizing private banking institutions to ensure state control.
(B) Corporate tax payments by large manufacturing firms.
(C) Government-funded education programs in public schools.
(D) A contract with a private firm to build, operate, and maintain a toll road.

**181.** What is the main critique offered by the 'Anti-Development' school of thought?
(A) They argue for more rapid industrialization.
(B) They advocate for the complete abolition of the state.
(C) They suggest that the dominant model of 'development' is a form of neocolonialism that destroys local cultures and economies.
(D) They believe that only multinational corporations can bring about true development.

**182.** A key component of a 'social audit' is:
(A) Secrecy of information.
(B) Public disclosure of information and findings.
(C) Exclusion of the local community.
(D) Focus only on financial accounts.

**183.** In the context of CPA, globalization has increased the importance of studying:
(A) Only the administrative history of one's own country.
(B) The complete isolation of administrative systems from one another.
(C) Ancient administrative texts exclusively.
(D) The ways in which international norms and policies are adopted or resisted by national bureaucracies.

**184.** The administrative system of the UK is characterized by the constitutional convention of:
(A) Ministerial Responsibility
(B) Separation of Powers
(C) Judicial Review of primary legislation
(D) The Spoils System

**185.** Consider the following statements:
A. It is change-oriented, aiming to transform society.
B. It is client-oriented, focusing on the needs of the people.
C. It is static and concerned with maintaining existing systems.
D. It is goal-oriented, focused on achieving specific development targets.
E. It is resistant to innovation and new methods.

Which of the above are key features of Development Administration?
(A) A, B, and D
(B) C, D, and E
(C) A, C, and E
(D) B, C, and D

**186.** Which of the following is a primary goal of Comparative Public Administration?
(A) To develop general theories of public administration that can be applied in different contexts.
(B) To prove the superiority of one administrative system over all others.
(C) To focus exclusively on the administrative failures of developing countries.
(D) To create a single, uniform administrative system for the entire world.

**187.** The Behavioural Approach in public administration focuses on:
(A) The study of constitutions and legal statutes.
(B) The historical development of administrative institutions.
(C) The formal organizational chart.
(D) The informal and psychological aspects of organizational life.

**188.** Fred Riggs describes a society with functionally diffuse structures and ascriptive norms as:
(A) Prismatic
(B) Fused
(C) Diffracted
(D) Industrial

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model of what constitutes 'development'.

**133.** The nature of Development Administration is primarily:
(A) Conservative and status-quo oriented.
(B) Entirely theoretical with no practical application.
(C) Proactive and directed towards planned change.
(D) Focused only on the legal aspects of administration.

**134.** Which of the following is a potential positive contribution of bureaucracy to development?
(A) Its inherent resistance to new ideas and innovation.
(B) Its capacity for rational planning and large-scale project implementation.
(C) Its tendency towards red tape and procedural delays.
(D) Its focus on self-preservation over public service.

**135.** Consider the following stages of administrative evolution:
1. The spoils system in US administration.
2. The Northcote-Trevelyan reforms establishing a merit-based civil service in Britain.
3. The rise of Public-Private Partnerships as a major development model.
4. The formulation of Sustainable Development Goals (SDGs).

Which of the following is the correct chronological order?
(A) 2, 1, 3, 4
(B) 1, 2, 3, 4
(C) 2, 1, 4, 3
(D) 1, 3, 2, 4

**136.** "A collaboration between a government agency and a private sector company that can be used to finance, build, and operate projects" is a definition of:
(A) Public-Private Partnership
(B) Corporate Social Responsibility
(C) Social Audit
(D) A Non-Governmental Organization

**137.** Which of the following is a primary component of the Human Development Index (HDI)?
(A) Number of political parties.
(B) Level of defense expenditure.
(C) Mean years of schooling.
(D) Rate of urbanization.

**138.** The process where community members jointly monitoring the implementation and quality of a development project is an example of:
(A) A Social Audit
(B) A Public-Private Partnership
(C) Corporate Social Responsibility
(D) The Spoils System

**139.** The main argument of the ecological approach to public administration is that:
(A) All administrative systems are the same.
(B) The environment has no impact on administration.
(C) A purely legal approach is sufficient to understand administration.
(D) Administrative systems must be studied in the context of their environment.

**140.** Which statement correctly identifies a pair of features?
(A) USA: Unitary system, Parliamentary supremacy.
(B) France: Conseil d'État, Grandes Écoles.
(C) UK: Spoils system, Presidential government.
(D) Japan: Droit administratif, Federalism.

**141.** Fred Riggs used the term 'prismatic' for societies that are:
(A) Highly developed and differentiated.
(B) Traditional and undifferentiated.
(C) In transition, exhibiting a mix of traditional and modern characteristics.
(D) Post-industrial and service-oriented.

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**142.** Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** The scope of Comparative Public Administration has expanded due to globalization.
**Reason (R) :** Issues like policy transfer, governance, and the role of international NGOs are now central to comparative studies.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct

**Statement II :** Development Administration is specifically concerned with the administration of planned change to achieve developmental goals.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**199.** A non-state actor involved in development administration could be:
(A) A municipal government.
(B) A national planning commission.
(C) A state-owned enterprise.
(D) A community-based organization (CBO).

**200.** Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** Social Audit is a powerful tool for enhancing transparency and accountability in development projects.
**Reason (R) :** It empowers the beneficiaries and the community to scrutinize the implementation and performance of a program directly.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**201.** Which of the following statements about Fred Riggs's work is correct?
(A) He argued that administrative models from 'diffracted' societies can be easily transferred to 'prismatic' societies.
(B) He was a proponent of the traditional Institutional approach.
(C) He developed the concepts of 'fused', 'prismatic', and 'diffracted' societies to analyze administrative environments.
(D) He believed that the environment has no bearing on administrative performance.

**202.** The focus on 'inputs, throughputs (conversion process), outputs, and feedback' is characteristic of which approach to comparative studies?
(A) The Systems Approach
(B) The Institutional Approach
(C) The Behavioural Approach
(D) The Historical Approach

**203.** Which of the following is a salient feature of the administrative system of the UK?
(A) A written constitution with a powerful supreme court.
(B) A presidential system of government.
(C) The 'spoils system' for civil service appointments.
(D) The principle of parliamentary sovereignty.

**204.** Which of the following is a key 'objective' of Development Administration?
(A) To maintain social and economic stasis.
(B) To implement policies and programs that lead to socio-economic development.
(C) To reduce the functions of the state to a minimum.
(D) To study administration from a purely historical perspective.

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**205.** Consider the following statements:
A. Globalization has no impact on how development is administered.
B. Globalization has led to the emergence of non-state actors as important players in development.
C. Globalization often promotes universal standards of governance and transparency.
D. Globalization has increased the relevance of Public-Private Partnerships.
E. Globalization has completely solved all development problems.
Which of the above statement(s) are true regarding Globalization and Development Administration?
(A) A, B, and C
(B) B, C, and D
(C) A, D, and E
(D) C, D, and E

**206.** Which of the following is NOT one of the three main dimensions measured by the Human Development Index (HDI)?
(A) A long and healthy life (life expectancy).
(B) Access to knowledge (education).
(C) A decent standard of living (income).
(D) A high level of military security.

by Riggs, studies administration in its environmental context.

D. The Structural-Functional approach analyzes the functions performed by administrative structures.

E. All these approaches are mutually exclusive and never overlap in research.

Which of the above statement(s) about the approaches to Comparative Public Administration is/are correct?

(A) A, B, C, and D
(B) B, C, D, and E
(C) A, C, and E only
(D) A, B, and E only

**171.** A social audit is most effective when it involves:

(A) Only high-level government officials.
(B) Only external international auditors.
(C) The private company that funded the project exclusively.
(D) Active participation of the community and beneficiaries of a program.

**172.** The Human Development Index (HDI) was developed to:

(A) Argue that GDP per capita is the only measure of development.
(B) Shift the focus of development economics from national income accounting to people-centered policies.
(C) Promote military spending as a driver of development.
(D) Measure a country's stock market performance.

**173.** The concept of 'overlapping' in a prismatic society means that:

(A) Administrative tasks are clearly separated and assigned.
(B) The legislature and the judiciary perform the exact same roles.
(C) Modern administrative structures also perform many traditional, non-administrative functions.
(D) All citizens agree on a single set of social norms.

**174.** Which of the following is an example of the 'environment' affecting public administration, as per the ecological approach?

(A) The promotion policy within a single government department.
(B) The type of software used in the finance ministry.
(C) The specific wording of an internal office memorandum.
(D) A country's dominant religious values influencing laws on public holidays.

**175.** Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R).

**Assertion (A) :** The concept of 'development' is multi-dimensional.

**Reason (R) :** It encompasses not only economic growth but also social change, political maturity, and improvements in the overall quality of life.

(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**176.** Which of the following is NOT a salient feature of the French administrative system?

(A) The existence of the Conseil d'État.
(B) A strong federal structure with powerful states.
(C) The role of 'Grandes Écoles' in training administrative elites.
(D) A tradition of a strong, centralized state.

**177.** "A discrepancy between the formally prescribed and the effectively practiced" is the definition of which of Riggs's concepts?

(A) Heterogeneity
(B) Formalism
(C) Overlapping
(D) Poly-normativism

**178.** The primary objective of Development Administration is the administration of:

(A) Planned change
(B) Routine functions
(C) Judicial processes
(D) Corporate mergers

**179.** The emergence of NGOs and Civil Society Organizations (CSOs) as key players in development signifies a move towards a more _____ model of governance.

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**217.** In the context of Riggs's typology, "poly-normativism" refers to the co-existence of:
(A) A single, universal legal code.
(B) Multiple, often conflicting, sets of norms (e.g., traditional, rational-legal).
(C) A system with no norms whatsoever.
(D) A political system with multiple parties.

**218.** The "nature" of comparative public administration is best described as:
(A) Analytical, cross-cultural, and theory-oriented.
(B) Prescriptive and culture-bound.
(C) Descriptive and non-comparative.
(D) Ahistorical and purely theoretical.

**219.** The administrative system of which country is characterized by federalism and a strong separation of powers, leading to a complex web of administrative agencies?
(A) United Kingdom
(B) France
(C) Japan
(D) United States of America

**220.** Match List I with List II regarding approaches to CPA:
List I: (Approach to CPA)
P. Institutional
Q. Behavioural
R. Structural-Functional
S. Ecological
List II: (Unit of Analysis)
1. The individual administrator and small groups.
2. The interaction between the administrative system and its environment.
3. Formal-legal structures and constitutions.
4. The functions necessary for system maintenance.
Codes:
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-1, R-4, S-2
(C) P-3, Q-4, R-1, S-2
(D) P-2, Q-1, R-4, S-3

**221.** 'Development' is distinct from 'modernization' in that development is a more holistic term emphasizing:
(A) Only technological adoption.
(B) The process of becoming more like Western countries.
(C) Positive change in social and human terms, not just economic or technical ones.
(D) A return to traditional, pre-industrial life.

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**222.** Which of the following best captures a significant impact of globalization on development administration?
(A) It has reduced the need for development by making all countries wealthy.
(B) It has completely isolated developing nations from the rest of the world.
(C) It has proven that only state-led development can be successful.
(D) It has increased pressure on national administrations to conform to global standards of efficiency and accountability.

**223.** What is the fundamental purpose of Corporate Social Responsibility (CSR)?
(A) To encourage corporations to consider their impact on society and the environment, beyond just financial performance.
(B) To provide a legal loophole for tax evasion.
(C) To mandate that all corporate profits be given to charity.
(D) To replace the role of government entirely.

**224.** A social audit is a mechanism of:
(A) Centralized government control.
(B) Social accountability and community monitoring.
(C) Government officials conducting internal evaluations.
(D) Financial market speculation and stock audits.

**225.** Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** Bureaucracy is often viewed as a double-edged sword in the context of development.
**Reason (R) :** While it can be an instrument of rational implementation and stability, it can also become a source of rigidity, corruption, and goal displacement that hinders development.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.

**270.** A researcher concludes that a specific administrative reform that succeeded in Country A failed in Country B because of differences in political culture and historical traditions. This conclusion aligns with which problem of comparative research mentioned in the text?
(A) The problem of ethnocentrism.
(B) The influence of globalization.
(C) The lack of reliable data.
(D) The context-bound nature of administration.

**Direction :** Please read the following source carefully.

*The administrative systems of major developed nations exhibit salient features shaped by their unique political and historical trajectories. In the United Kingdom, the system is characterized by a parliamentary executive and a strong tradition of a politically neutral, permanent civil service, which serves the government of the day regardless of its political party. The principle of ministerial responsibility is a cornerstone of its administrative accountability. In contrast, the administrative system of the United States is defined by the separation of powers within a presidential system. This creates a complex web of relationships between the executive branch, which houses the federal bureaucracy, and the legislative oversight of Congress. The US system has also been historically influenced by the spoils system, though largely replaced by a merit-based system, its legacy sometimes surfaces in political appointments. France's administrative system is notable for its high degree of centralization and the powerful role of the state. A key feature is the Conseil d'État (Council of State), which acts both as a legal advisor to the government and as the supreme court for administrative justice. The French bureaucracy is also known for its elite grands corps, graduates of specialized schools who hold top administrative positions. Japan's system presents a blend of modern bureaucratic efficiency with traditional cultural values. Features include a powerful career bureaucracy that has historically played a major role in policy-making, often in close collaboration with the ruling political party and business interests, alongside cultural norms like consensus-based decision making.*

Based on the above source, attempt the following five questions.

**271.** Which country's administrative system is described as having a Conseil d'État that functions as both a legal advisor and a supreme administrative court?
(A) The United Kingdom.
(B) The United States.
(C) France.
(D) Japan.

**272.** A key distinguishing feature of the UK's administrative system mentioned in the text is:
(A) the separation of powers between the executive and legislative branches.
(B) a politically neutral and permanent civil service.
(C) the powerful role of elite administrative schools called grands corps.
(D) a history of the spoils system influencing appointments.

**273.** The administrative system of the United States is most profoundly shaped by which political principle?
(A) Parliamentary sovereignty.
(B) A unitary and centralized state.
(C) Ministerial responsibility to the legislature.
(D) Separation of powers and legislative oversight.

**274.** Which of the following is identified as a salient feature of the Japanese administrative system?
(A) A blend of modern bureaucracy and traditional cultural values.
(B) A strict separation between the bureaucracy and business interests.
(C) A highly decentralized administrative structure.
(D) The dominance of political appointees over career civil servants.

**275.** The concept of an elite group of civil servants, known as grands corps, holding top administrative positions is a characteristic feature of which country's bureaucracy?
(A) The United States.
(B) Japan.
(C) France.
(D) The United Kingdom.

**Direction :** Please read the following source carefully.

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(A) Edward Weidner
(B) Fred Riggs
(C) Dwight Waldo
(D) Max Weber

**237.** Public-Private Partnerships (PPPs) are seen as a mechanism to:
(A) Fully privatize all government functions.
(B) Increase the size of the bureaucracy.
(C) Combine the strengths of the public and private sectors to deliver public services.
(D) Eliminate private sector involvement in the economy.

**238.** The Human Development Index (HDI) is a useful tool because it:
(A) Proves that money is the only thing that matters for well-being.
(B) Is very simple to calculate, using only one variable.
(C) Focuses exclusively on environmental quality.
(D) Provides a broader, more holistic view of a country's development level than just income.

**239.** The process where citizens examine government records to check the progress of development work in their area is a form of:
(A) Social Audit
(B) Corporate Social Responsibility
(C) Public-Private Partnership
(D) Comparative Administration

**240.** Which of the following countries' administrative systems is typically NOT included in the primary comparative study alongside the UK, USA, and France?
(A) UK
(B) Germany
(C) USA
(D) France

**241.** The Structural-Functional approach seeks to understand:
(A) How individuals behave in organizations.
(B) What key functions a system must perform and which structures perform them.
(C) The legal basis of administrative authority.
(D) The historical context of administrative development.

**242.** A significant influence of globalization on comparative studies has been the rise of interest in:
(A) The concept of 'governance' as opposed to just 'government'.
(B) The study of isolated, tribal communities.
(C) The complete rejection of cross-national comparison.
(D) The administrative history of ancient Rome.

**243.** The "ecology" of administration refers to the study of:
(A) The physical layout of government offices.
(B) Government policies on environmental protection.
(C) The interaction between the administrative system and its social, cultural, and economic setting.
(D) The use of green technology in government.

**244.** A key difference between 'Development Administration' and traditional 'Public Administration' is DA's emphasis on:
(A) Status quo and stability.
(B) Rules and regulations for their own sake.
(C) Historical and legal analysis only.
(D) Change, innovation, and goal achievement.

**245.** Which of the following pairs is incorrectly matched?
(A) Fred Riggs - Ecological Approach
(B) Edward Weidner - Goal-oriented Development Administration
(C) Dwight Waldo - Value-free Public Administration
(D) UN - Sustainable Development Goals

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**246.** The concept of "overlapping" in the Prismatic model suggests that newly created modern institutions:
(A) Immediately replace all traditional institutions.
(B) Co-exist with, but also take on the functions of, older, traditional institutions.
(C) Are completely separate and distinct from traditional society.
(D) Fail to perform any function at all.

**247.** The 'bazaar-canteen' model is Riggs's conceptualization of the economy in a _____ society.

(A) Fused
(B) Diffracted
(C) Modern
(D) Prismatic

**248.** The emergence of PPPs, CSR, and the increased role of NGOs are all indicative of what trend in development administration?
(A) The blurring of boundaries between the public, private, and voluntary sectors.
(B) A return to a completely state-dominated model.
(C) The complete failure of all development initiatives.
(D) A decrease in the importance of globalization.

**249.** Which of the following is the most accurate statement about the bureaucracy's role in development?
(A) It is always a positive force for change.
(B) It is always a hindrance to progress.
(C) It has the potential to be either a powerful engine for development or a significant obstacle, depending on various factors.
(D) It has no role in the development process.

**250.** The ultimate aim of Comparative Public Administration is to:
(A) Enrich the theoretical understanding of administration through cross-cultural analysis.
(B) Prove that one country's system is the best.
(C) Create a single world government.
(D) Focus only on the descriptive history of different administrative systems.

**Direction :** Please read the following source carefully.

*Comparative Public Administration (CPA) represents a crucial sub-discipline that moves beyond the study of a single administrative system to engage in cross-cultural and cross-national analysis. Its conceptual foundation rests on the premise that the study of public administration cannot be parochial or ethnocentric if it is to develop robust, generalizable theories. The nature of CPA is inherently empirical and scientific, seeking to identify patterns, similarities, and differences in administrative structures and behaviours across diverse political and social settings. The scope of CPA is vast, encompassing everything from the comparison of entire administrative systems to specific functions like budgeting or personnel management across different countries. Its primary significance lies in its contribution to theory-building, providing a broader database for testing hypotheses about administrative phenomena. Furthermore, it serves a practical purpose by allowing nations to learn from the experiences of others, fostering administrative reform and innovation. A core tenet of CPA is the understanding that Public Administration does not operate in a vacuum; it is deeply embedded within and continuously interacts with its environment, which includes the political, economic, social, and cultural context. This ecological perspective is fundamental to explaining why similar administrative structures may yield vastly different outcomes in different settings.*

Based on the above source, attempt the following five questions.

**251.** What is the primary conceptual premise of Comparative Public Administration as described in the paragraph?
(A) The promotion of a single, universal model of public administration.
(B) The necessity of cross-national analysis to develop generalizable administrative theories.
(C) The focus on the historical development of a single nation's bureaucracy.
(D) The prioritization of practical administrative reform over theoretical development.

**252.** According to the source, the relationship between Public Administration and its environment implies which of the following?
(A) Similar administrative institutions can function differently due to contextual variables.
(B) Administrative structures are independent of their social and cultural contexts.
(C) The environment has a negligible impact on the functioning of public administration.
(D) The outcomes of administrative systems are universally consistent regardless of setting.

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**253.** Which of the following best captures the dual significance of Comparative Public Administration mentioned in the text?
(A) It is solely focused on historical analysis and philosophical debate.
(B) It is concerned with economic development and military strategy.
(C) It serves both theory-building purposes and practical goals of administrative reform.
(D) It combines the study of local government with international relations.

**254.** The paragraph suggests that an ethnocentric approach to public administration is problematic because it:
(A) encourages learning from the administrative experiences of other nations.
(B) leads to the development of robust, scientifically-grounded theories.
(C) focuses too heavily on the interaction between administration and its environment.
(D) restricts the study to a single cultural context, limiting theoretical generalizability.

**255.** Based on the description, the nature of Comparative Public Administration can be best characterized as:
(A) normative and prescriptive.
(B) speculative and philosophical.
(C) empirical and analytical.
(D) historical and narrative-based.

**Direction :** Please read the following source carefully.

*The study of Comparative Administration has evolved through various intellectual frameworks, each offering a distinct lens for analysis. The traditional Institutional approach concentrated on the formal-legal aspects of administration, meticulously comparing constitutions, legal codes, and the formal organizational charts of government agencies. However, this approach was criticized for its descriptive nature and for neglecting the human element. In response, the Behavioural approach emerged, shifting the focus to the actual behaviour of individuals and groups within administrative organizations. It sought to understand the psychological and social factors influencing decision-making and performance. Another significant framework is the Structural-Functional approach, borrowed from sociology, which examines administrative structures by identifying the functions they perform to maintain the broader social system. This approach asks what a structure does rather than just what it is. The Ecological approach, most famously associated with Fred Riggs, emphasizes the intricate relationship between an administrative system and its external environment, including economic, social, political, and cultural factors. It posits that administration cannot be understood in isolation from its context. Finally, the Systems approach views administration as a complex system composed of interrelated and interdependent parts (inputs, processes, outputs, and feedback), which constantly interacts with its environment to achieve its goals. Each approach provides a unique perspective, and a comprehensive understanding often requires their integrated application.*

Based on the above source, attempt the following five questions.

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**256.** Which approach to Comparative Administration primarily focuses on the formal-legal aspects and organizational charts of government?
(A) The Behavioural approach.
(B) The Institutional approach.
(C) The Structural-Functional approach.
(D) The Ecological approach.

**257.** A researcher studying why civil servants in two different countries with similar formal rules exhibit different levels of motivation and productivity would be most aligned with which approach?
(A) The Systems approach.
(B) The Institutional approach.
(C) The Structural-Functional approach.
(D) The Behavioural approach.

**258.** The key distinction of the Ecological approach, as described in the paragraph, is its emphasis on:
(A) the interaction between administration and its external context.
(B) the psychological motivations of administrators.
(C) the formal legal codes governing an agency.
(D) the functions performed by administrative structures.

*industrialization and resource depletion. It is defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. This approach fundamentally integrates three core pillars: economic viability, social equity, and environmental protection. It argues that long-term development is impossible if it degrades the natural resource base upon which societies depend. As a practical framework for achieving this, the international community has adopted the Sustainable Development Goals (SDGs), a set of time-bound targets addressing a wide range of issues from poverty and health to climate action and sustainable cities. In stark contrast to this, the Anti-Development school of thought presents a radical critique. Proponents of this view argue that the entire 'development' project, in all its forms, is an inherently flawed, Western-centric construct designed to impose capitalist logic and cultural homogeneity on the non-Western world. They contend that 'development' often leads to the destruction of local cultures, sustainable livelihoods, and the natural environment, and should therefore be resisted rather than reformed.*
Based on the above source, attempt the following five questions.

**281.** What is the core principle of Sustainable Development as defined in the paragraph?
(A) Meeting present needs without jeopardizing the needs of future generations.
(B) Prioritizing rapid economic growth above all other considerations.
(C) Resisting all forms of development to preserve traditional cultures.
(D) Focusing exclusively on environmental protection, ignoring economic and social aspects.

**282.** The Sustainable Development Goals (SDGs) are presented in the text as:
(A) a theoretical critique of the concept of development.
(B) a practical framework for implementing sustainable development principles.
(C) a historical predecessor to the idea of sustainable development.
(D) a set of goals exclusively focused on economic growth.

**283.** According to the paragraph, the Anti-Development approach views the concept of 'development' as:
(A) a beneficial process that needs minor reforms.
(B) an inherently flawed and culturally imperialistic project.
(C) a neutral tool for achieving global equity.
(D) a necessary step towards environmental sustainability.

**284.** A key argument of the Sustainable Development approach is that:
(A) long-term development depends on the preservation of the natural environment.
(B) environmental protection and economic growth are mutually exclusive.
(C) the needs of future generations are less important than the needs of the present.
(D) social equity is an obstacle to achieving economic viability.

**285.** Which of the following statements would an advocate of the Anti-Development school most likely agree with?
(A) "The Sustainable Development Goals are the best way to help poor countries."
(B) "With the right policies, development can benefit everyone without any negative effects."
(C) "Development projects are a form of neo-colonialism that destroy local ways of life."
(D) "The main goal of development should be to increase industrial output."

**Direction :** Please read the following source carefully.

*Development Administration is a specialized field of public administration that emerged in the mid-20th century to address the unique challenges of newly independent nations. Its concept is fundamentally distinct from traditional public administration, which is often seen as primarily concerned with maintaining law and order and providing routine services. In contrast, Development Administration is action-oriented and change-oriented. Its scope encompasses the administration of development programs (implementing plans for social and economic change) and the development of administrative capacity itself (reforming the bureaucracy*

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**265.** In Riggs's model, the phenomenon of 'overlapping' explains why:
(A) modern administrative agencies in developing countries may be influenced by family and kinship ties.
(B) administrative functions are performed exclusively by highly specialized structures.
(C) there is no difference between formal rules and actual behaviour.
(D) traditional structures completely disappear with the introduction of modern ones.

**Direction :** Please read the following source carefully.

*Engaging in comparative research in public administration is fraught with several methodological and conceptual problems. A primary challenge is the problem of ethnocentrism, where researchers may unconsciously impose the values, concepts, and standards of their own culture onto the administrative systems they are studying, leading to biased analysis. Another significant hurdle is the difficulty in obtaining reliable and truly comparable data across different national contexts. Administrative terminologies, data collection methods, and levels of transparency can vary so widely that a like-for-like comparison becomes nearly impossible. Furthermore, administrative phenomena are deeply context-bound, meaning that a practice or structure cannot be fully understood without a deep appreciation of its unique historical, political, and cultural setting. This makes the formulation of universal theories challenging. In recent decades, the influence of globalization has added another layer of complexity. Globalization, through the rapid flow of capital, technology, and ideas, has spurred a degree of administrative convergence, with many countries adopting similar models like New Public Management. However, it has also highlighted stark differences in administrative capacity to cope with global challenges such as pandemics, climate change, and financial crises. Thus, globalization simultaneously promotes administrative similarities while exacerbating the consequences of administrative differences, making comparative studies more relevant and more complicated than ever.*

Based on the above source, attempt the following five questions.

**266.** Which of the following best describes the problem of ethnocentrism in comparative research?
(A) The difficulty in translating administrative documents from one language to another.
(B) The analysis of a foreign administrative system through the lens of one's own cultural values.
(C) The exclusive focus on non-Western administrative systems while ignoring Western ones.
(D) The refusal to use statistical data in cross-national comparisons.

**267.** According to the paragraph, why is obtaining comparable data a significant problem in Comparative Public Administration?
(A) Because all countries intentionally hide their administrative data from researchers.
(B) Because of variations in terminology, collection methods, and transparency across nations.
(C) Because data is only available in a single, universally understood language.
(D) Because historical data is considered more reliable than contemporary data.

**268.** The paragraph suggests that the "context-bound" nature of administrative phenomena poses a challenge to:
(A) the formulation of universally applicable theories.
(B) the practice of ethnocentrism.
(C) the collection of any form of data.
(D) the study of a single administrative system.

**269.** How has globalization influenced comparative studies in public administration, according to the text?
(A) It has simplified comparative research by making all administrative systems identical.
(B) It has made comparative studies irrelevant by eliminating national boundaries.
(C) It has introduced both convergent trends and new comparative challenges related to global issues.
(D) It has completely resolved the problem of ethnocentrism by promoting a single global culture.

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(C) A is true but R is false.
(D) A is false but R is true.

**226.** The concept of 'droit administratif' in France refers to:
(A) A body of law that governs the actions of the administration and disputes between citizens and the state.
(B) The set of rules governing private contracts.
(C) The French criminal code.
(D) The constitutional right to freedom of speech.

**227.** In the Riggsian schema, which society is characterized by universalism and functional specificity?
(A) Fused
(B) Prismatic
(C) Diffracted
(D) Traditional

**228.** The shift from Millennium Development Goals (MDGs) to Sustainable Development Goals (SDGs) represented a move towards:
(A) A narrower, more limited agenda.
(B) An agenda that applies only to developed countries.
(C) An agenda focused solely on economic growth.
(D) A more comprehensive and universal agenda integrating economic, social, and environmental dimensions.

**229.** A key contribution of Dwight Waldo to public administration was his argument that:
(A) Administration is a value-free science.
(B) Efficiency is the only important value in administration.
(C) Administration is deeply embedded in political theory and normative choices.
(D) The study of administration should be separated from political science.

**230.** Which of the following statements about Comparative Public Administration is incorrect?
(A) It helps in understanding the context-specific nature of administrative practices.
(B) It aims to find a single, universally applicable model of administration.
(C) It can provide insights for administrative reform.
(D) It studies the relationship between administration and its environment.

**231.** The Behavioural approach in comparative studies would be most interested in:
(A) The constitutional status of the civil service.
(B) The historical evolution of a government agency.
(C) The legal framework governing administrative action.
(D) The decision-making processes and motivations of bureaucrats.

**232.** What is a key feature of the Prismatic society model?
(A) Heterogeneity and formalism.
(B) Homogeneity
(C) A clear separation between politics and administration.
(D) Stable and predictable prices in the economy.

**233.** Which of the following is a primary feature of Development Administration?
(A) It is reactive and passive.
(B) It is concerned only with maintaining law and order.
(C) It is proactive and seeks to guide social change.
(D) It is resistant to evaluation and feedback.

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**234.** The term 'non-state actor' in development administration typically excludes:
(A) National government ministries.
(B) International NGOs.
(C) Community-based organizations.
(D) Multinational corporations.

**235.** Consider the following:
A. Economic growth
B. Social equity
C. Political participation
D. Environmental sustainability
Which of the above are dimensions of 'Development'?
(A) A and B only
(B) C and D only
(C) A, B, and C only
(D) A, B, C, and D

**236.** The concept of the 'Sala' model is associated with which scholar?

*The concept of 'development' is a cornerstone of post-colonial state-building and international relations, yet its meaning is complex and contested. In its narrowest sense, development has often been equated with economic growth, measured by indicators like Gross National Product (GNP). However, this perspective is widely seen as inadequate. A more comprehensive understanding views development as a multi-dimensional process involving fundamental changes in social structures, popular attitudes, and national institutions, as well as the acceleration of economic growth, the reduction of inequality, and the eradication of poverty. This broader view treats development as a normative concept, implying a movement towards a condition of life widely regarded as 'good' or 'desirable'. It is crucial to distinguish development from 'modernization,' a related but distinct concept. Modernization theory posited a unilinear path for all societies, moving from 'traditional' to 'modern' by emulating the economic and political systems of the West. Development, in its contemporary sense, is more critical of this Western-centric model, allowing for multiple pathways and emphasizing context-specific goals. It is not just about becoming 'modern' in the Western image, but about enhancing the capabilities and freedoms of people, improving quality of life, and achieving self-defined societal aspirations in a sustainable and equitable manner.*

Based on the above source, attempt the following five questions.

**276.** According to the paragraph, what is the primary limitation of viewing development solely as economic growth?
(A) It ignores crucial social, institutional, and human dimensions.
(B) It overemphasizes the role of international aid.
(C) It is too difficult to measure with indicators like GNP.
(D) It applies only to post-colonial states and not others.

**277.** How does the concept of 'development' differ from 'modernization' as described in the text?
(A) Development is exclusively about economic growth, while modernization is about social change.
(B) Development is a descriptive concept, while modernization is a normative one.
(C) Development focuses on traditional societies, while modernization focuses on industrial ones.
(D) Development suggests multiple pathways, while modernization posits a single, Western-centric path.

**278.** The statement that development is a "normative concept" implies that it:
(A) is a scientifically neutral and value-free process.
(B) involves a movement towards a set of desirable and value-laden goals.
(C) is based on universally accepted empirical facts.
(D) can be achieved without any changes in social structures or attitudes.

**279.** Which of the following would be considered an element of the multi-dimensional view of development?
(A) A singular focus on increasing Gross National Product.
(B) A process that is unconcerned with issues of inequality or poverty.
(C) Changes in social structures and a reduction in inequality.
(D) The simple emulation of Western institutional models.

**280.** Based on the passage, a contemporary understanding of development would prioritize:
(A) achieving a high GNP regardless of its distribution.
(B) replicating the exact political system of a Western country.
(C) preserving traditional structures without any change.
(D) enhancing people's freedoms and quality of life based on societal goals.

**Direction :** Please read the following source carefully.

*Within the discourse on development, several distinct approaches have emerged, challenging the traditional growth-centric model. The concept of Sustainable Development gained prominence as a direct response to concerns about the environmental consequences of unchecked*

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**259.** How does the Structural-Functional approach differ from the Institutional approach?
(A) It focuses on individual behaviour rather than organizational structures.
(B) It prioritizes the study of inputs and outputs over internal processes.
(C) It analyzes what a structure does (its function) rather than just its formal design.
(D) It exclusively examines the historical evolution of administrative law.

**260.** The Systems approach views an administrative organization as:
(A) a dynamic entity with interdependent parts interacting with its environment.
(B) a static entity defined solely by its legal framework.
(C) a collection of independent individuals driven by personal goals.
(D) a product of its unique historical and cultural setting, resistant to change.

**Direction :** Please read the following source carefully.

*Fred Riggs's contribution to Comparative Public Administration is most notably encapsulated in his typology of societies, which provides an ecological framework for understanding administrative systems. He proposed a continuum from 'fused' to 'diffracted' societies, with the transitional 'prismatic' society situated in between. In a fused society, a single structure or a few structures perform a multitude of functions (political, economic, religious, etc.), characteristic of traditional or agrarian societies. Conversely, a diffracted society, typical of modern industrial nations, exhibits a high degree of functional specialization, where specific structures are dedicated to performing specific functions. The most influential part of his model is the concept of the prismatic society, which represents developing countries. This society is characterized by 'heterogeneity,' the simultaneous existence of modern and traditional norms and structures. Another key feature is 'formalism,' a significant discrepancy between prescribed norms (the formal rules) and actual practices (what really happens). Finally, 'overlapping' occurs, where new, specialized structures (like a modern bureaucracy) are created, but older, undifferentiated structures (like family or religious groups) continue to perform or influence those functions. The administrative sub-system in the prismatic model is termed the 'sala,' which exhibits characteristics like nepotism and corruption, stemming from the clash between universalistic modern norms and particularistic traditional values.*

Based on the above source, attempt the following five questions.

**261.** According to Fred Riggs's typology, a society where a village chief performs judicial, economic, and religious roles would be classified as:
(A) a diffracted society.
(B) a prismatic society.
(C) a modern society.
(D) a fused society.

**262.** What does the concept of 'formalism' in a prismatic society refer to?
(A) The strict adherence to traditional practices over modern laws.
(B) A wide gap between what is formally prescribed and what is actually practiced.
(C) The high degree of functional specialization in administrative structures.
(D) The coexistence of modern and traditional systems without conflict.

**263.** The administrative sub-system within Riggs's prismatic model, known as the 'sala,' is characterized by:
(A) high efficiency and strict adherence to universalistic norms.
(B) a clear separation between administrative and political functions.
(C) the influence of traditional values leading to nepotism and corruption.
(D) complete dominance of modern, functionally specific structures.

**264.** Which feature of a prismatic society describes the simultaneous presence of modern urban centres and traditional rural villages, each with different norms and behaviours?
(A) Formalism.
(B) Overlapping.
(C) Diffractedness.
(D) Heterogeneity.

*to make it an effective tool for progress). Key features include its goal-oriented nature, focusing on the achievement of specific development objectives, and its emphasis on innovation and responsiveness to the needs of the people. The ecology of Development Administration, a concept heavily influenced by the work of Fred Riggs, stresses that administrative reforms for development must be tailored to the specific social, cultural, and political context of a country. Edward Weidner, a pioneering scholar, defined Development Administration in terms of the processes and organizations that guide and administer the achievement of development goals. Dwight Waldo contributed by highlighting the normative and value-laden dimensions of the field, arguing that development is not a value-neutral process but is driven by a desire to create a better society.*

Based on the above source, attempt the following five questions.

**286.** How does Development Administration primarily differ from traditional public administration, according to the text?
(A) Traditional administration is change-oriented, while development administration focuses on maintenance.
(B) Traditional administration is concerned with economic progress, while development administration is concerned with law and order.
(C) Development administration is only practiced in developed countries, not newly independent nations.
(D) Development administration is action-oriented and goal-oriented, unlike the maintenance focus of traditional administration.

**287.** The concept of "ecology of Development Administration," influenced by Fred Riggs, emphasizes that:
(A) administrative reforms can be universally applied without modification.
(B) development is purely an economic and not a social process.
(C) administrative changes must be sensitive to the local socio-cultural context.
(D) the primary goal of administration is environmental protection alone.

**288.** Dwight Waldo's contribution to Development Administration, as mentioned in the passage, was to:
(A) provide a purely technical and value-neutral definition of the field.
(B) emphasize the value-laden and normative aspects of the development process.
(C) argue that administration has no role in achieving societal goals.
(D) focus exclusively on the maintenance of law and order.

**289.** The dual focus of Development Administration, encompassing the administration of development and the development of administration, implies that it is concerned with:
(A) only implementing pre-existing economic plans.
(B) only reforming the internal structures of the bureaucracy.
(C) both foreign policy and domestic law enforcement.
(D) both executing development programs and improving administrative capabilities.

**290.** Based on Edward Weidner's definition, the central purpose of Development Administration is to:
(A) guide the process of achieving specific development objectives.
(B) study the history of administrative systems.
(C) maintain the status quo and prevent social change.
(D) critique the very idea of development as a flawed concept.

**Direction :** Please read the following source carefully.

*The role of bureaucracy in development is complex and often paradoxical. On one hand, a competent, professional bureaucracy is considered an indispensable instrument for planning and implementing large-scale development projects, from building infrastructure to delivering health and education services. It provides the organizational capacity, technical expertise, and continuity required to translate national development goals into tangible outcomes. On the other hand, bureaucracies, particularly those inherited from colonial regimes, can act as significant impediments to*

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**43.** (D) To measure the social and ethical performance of an organization or program, often with community participation.
A social audit is a participatory mechanism that allows citizens and stakeholders to evaluate the social impact and ethical performance of a government program or organization. Unlike traditional financial audits, it focuses on transparency, accountability, and the actual benefits delivered to the community. By involving the people who are directly affected by a project, social audits help ensure that resources are used effectively and that developmental objectives are being met fairly.

**44.** (C) Statement I is true, but Statement II is false.
Edward Weidner defined development administration as a goal-oriented process designed to achieve progressive societal objectives, highlighting its dynamic and proactive nature. Contrary to being status quo-oriented, the field is fundamentally committed to inducing and managing change. It seeks to build organizational capacity to implement policies that transform social and economic structures. This forward-looking approach distinguishes it from traditional administrative models that focus primarily on maintaining order and enforcing existing regulations without pursuing transformation.

**45.** (B) B, C, and E
The primary objectives of development administration include the formulation and execution of comprehensive plans for national growth, the promotion of social change, and the achievement of specific developmental targets. Rather than simply maintaining order, this field is dedicated to fostering equitable growth and improving societal welfare. It involves building the institutional capacity to implement complex projects that address the needs of the population, ensuring that progress is both planned and directed toward measurable improvement.

**46.** (D) The legal powers and constitutional role of a country's civil service commission.
The institutional approach in comparative studies focuses on the formal and legal aspects of administrative systems. Scholars using this perspective examine the constitutional mandates, organizational structures, and official rules that govern public agencies. By analyzing the formal roles and powers of institutions, such as a civil service commission, researchers can compare how different legal frameworks shape administrative authority and accountability. This approach provides a clear understanding of the prescribed structure of governance across nations.

**47.** (A) A modern, industrialized nation like Japan or the USA.
In Fred Riggs's typology, a diffracted society is a modern, industrialized nation characterized by a high degree of functional specialization and social integration. In such societies, administrative structures are specifically designed to perform distinct tasks, and universalistic norms guide recruitment and behavior. This model represents the opposite of a fused society, reflecting a system where complex technology and rational-legal authority allow for high levels of efficiency and clearly defined roles within the bureaucracy.

**48.** (B) Institutional Approach
A researcher comparing the Prime Minister's Office in the UK with the President's Executive Office in the USA is using the institutional approach. this perspective focuses on comparing the formal organizational structures, legal mandates, and constitutional roles of specific government entities. By examining these established institutions, the study seeks to understand how different countries organize their top administrative support systems to manage the executive branch and implement national policies within their respective legal frameworks.

**49.** (B) It is broad, encompassing macro-level comparisons of whole administrative systems and micro-level analyses of specific administrative functions.
The scope of comparative public administration is extensive, covering both broad and narrow levels of analysis across different nations. It involves macro-level studies that compare entire governmental systems and micro-level research focused on specific agencies or administrative processes. This wide-ranging field also examines the interaction between administration and its environment. By encompassing such diverse areas, the discipline seeks to build a

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*operate infrastructure or deliver services. The private sector's role is also manifested through Corporate Social Responsibility (CSR), which refers to a company's commitment to operate in an ethical and sustainable manner and contribute to community development. To ensure accountability in this multi-actor environment, new tools have become prominent. Human Development Indicators (HDIs) offer a broader measure of progress than purely economic metrics, focusing on health, education, and living standards. Furthermore, the practice of Social Audit has emerged as a powerful tool for citizens to scrutinize and evaluate the performance of government and non-state development projects, promoting transparency and public accountability.*

Based on the above source, attempt the following five questions.

**296.** What is the primary shift in the landscape of Development Administration described in the paragraph?
(A) A return to a completely state-centric model of development.
(B) The complete replacement of state agencies by private companies.
(C) A decrease in the importance of accountability and transparency in development.
(D) A move from a state-dominated model to one involving multiple Non-State actors.

**297.** A Public-Private Partnership (PPP) is described in the text as a mechanism for:
(A) collaboration between public authorities and private companies on projects.
(B) the government to take over all functions of the private sector.
(C) NGOs to exclusively fund and manage all development projects.
(D) corporations to fulfill their Corporate Social Responsibility requirements.

**298.** According to the text, what is the purpose of a Social Audit?
(A) To measure the Human Development Indicators of a country.
(B) To allow citizens to evaluate the performance of development projects and ensure accountability.
(C) To provide a legal framework for establishing Public-Private Partnerships.
(D) To force private companies to engage in Corporate Social Responsibility.

**299.** How do Human Development Indicators (HDIs) offer a different perspective on progress compared to traditional metrics?
(A) They focus exclusively on a country's economic growth rate.
(B) They provide a broader measure that includes health, education, and living standards.
(C) They measure the number of NGOs operating within a country.
(D) They assess the profitability of Public-Private Partnerships.

**300.** The concept of Corporate Social Responsibility (CSR) refers to a company's commitment to:
(A) operating ethically and contributing to community development.
(B) maximizing profits without regard for ethical or social consequences.
(C) replacing the role of the state in providing all public services.
(D) forming partnerships exclusively with government agencies.

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**15.** (A) A and C only
The administrative framework of the United Kingdom is distinguished by a permanent civil service that maintains strict political neutrality regardless of the governing party. Another defining characteristic is the principle of ministerial responsibility, where ministers are accountable to Parliament for the actions of their departments. Unlike federal systems, the UK operates under a unitary structure, and it lacks the specialized administrative court systems found in countries like France, relying instead on ordinary courts.

**16.** (B) France
The Conseil d'État is a cornerstone of the French administrative system, serving as both a legal advisor to the executive branch and the supreme court for administrative justice. It is responsible for ensuring that the administration acts within the law and protects citizens from the abuse of bureaucratic power. This institution reflects France's unique tradition of administrative law, which separates disputes involving public authorities from the jurisdiction of the ordinary civil courts.

**17.** (B) A clear separation of powers influencing a fragmented administrative structure.
In the United States, the constitutional principle of separation of powers between the executive, legislative, and judicial branches significantly shapes the administrative landscape. This division leads to a fragmented and decentralized structure where various agencies may have overlapping jurisdictions and distinct lines of accountability. Unlike unitary systems, the American model also features federalism and independent regulatory commissions, which further contribute to a complex and pluralistic system of public administration and oversight.

**18.** (A) Overlapping
In Fred Riggs's prismatic model, overlapping occurs when modern administrative structures co-exist with traditional social patterns. This phenomenon means that although formal institutions like government offices are established, they often perform functions traditionally handled by families or religious groups. This mix of old and new roles creates a complex administrative environment where official duties are frequently influenced by non-administrative factors, leading to unique behavioral patterns and conflicts within the bureaucratic system.

**19.** (C) A close collaboration between the bureaucracy and major industries.
The Japanese administrative system is historically characterized by a remarkably close relationship between elite bureaucrats, political leaders, and the heads of major corporations. This partnership played a crucial role in directing the nation's rapid post-war economic development through coordinated industrial policies. Unlike the adversarial or strictly separate models found in some Western nations, the Japanese approach emphasizes consensus-building and long-term planning, reflecting a unique cultural and institutional commitment to national economic growth.

**20.** (A) 3, 2, 4, 1
The study of administration evolved through several stages, beginning with the institutional approach which focused on formal structures. This was followed by the behavioural approach, which shifted attention to human actions within organizations. Later, the structural-functional approach emerged to analyze system maintenance, and finally, the ecological approach was developed to study administration in its broader environment. This sequence reflects a move from narrow, legalistic studies toward more complex, multi-dimensional, and context-aware administrative theories.

**21.** (C) Data across different political systems is often standardized and easily comparable.
In the field of comparative research, a major obstacle is the lack of standardized data across various political and administrative systems. Unlike natural sciences, social data is often collected using different methodologies and metrics depending on the country. This inconsistency makes it difficult for researchers to draw direct comparisons. Furthermore, political contexts can influence the transparency and reliability of information, posing significant challenges to achieving objective analysis and generalizable conclusions across cultures.

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to modern structures performing traditional functions. These characteristics create unique challenges for public administration, as the systems are often inconsistent and influenced by conflicting societal norms.

8. (A) The Ecological Approach
Fred Riggs is most famously associated with the ecological approach, which posits that administrative systems are deeply embedded in their surrounding environments. He argued that public administration cannot be understood in isolation from the political, social, economic, and cultural factors of a society. His models, particularly the prismatic society, use this lens to explain why Western administrative techniques often produce different results when implemented in developing nations.

9. (C) Universalistic norms
In a fused society, which is characterized by a traditional and agrarian structure, administration is typically governed by ascriptive values rather than universalistic norms. Recruitment and social status are based on family background or inherited rank rather than individual merit or standardized criteria. Structures in these societies are functionally diffuse, meaning a single institution performs a wide variety of roles, unlike modern societies where institutions have highly specialized functions.

10. (A) Both A and R are true and R is the correct explanation of A.
The systems approach provides a holistic framework by viewing an administrative organization as a complex entity composed of interrelated parts. It emphasizes how inputs from the environment are converted through internal processes into outputs, which then generate feedback. This continuous interaction ensures the system adapts to changes. By analyzing these components together, the approach offers a comprehensive understanding of how administration maintains stability and achieves goals within a dynamic environment.

11. (D) Finding comparable concepts and data across different cultures.
A significant challenge in comparative administrative research is the difficulty of achieving conceptual equivalence across diverse cultural settings. Terms and practices that seem similar may have vastly different meanings and functions in different nations. Furthermore, the lack of standardized data collection methods and varying levels of transparency make it hard to conduct objective comparisons. Researchers must navigate these cultural and logistical barriers to produce accurate and meaningful cross-national administrative theories.

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12. (B) A discrepancy between prescribed norms and actual practices.
In the context of the prismatic model, formalism refers to the distinct gap between the formal laws on paper and the actual behavior of administrators. While a country might have modern, rational-legal rules, the actual implementation is often influenced by traditional values or personal interests. This discrepancy means that what is officially stated as the standard rarely matches reality, creating an environment where formal procedures are bypassed or ignored in daily operations.

13. (C) An increased focus on issues like governance, non-state actors, and policy transfer.
Globalization has fundamentally expanded the scope of comparative studies by introducing new variables beyond the traditional nation-state. Modern research focuses on how policies are transferred between countries and the growing influence of international non-governmental organizations. The shift towards governance reflects a broader administrative landscape where the state collaborates with private and voluntary actors. This interconnectedness necessitates a more complex analysis of how global trends shape domestic administrative practices and reform efforts.

14. (C) Statement I is true, but Statement II is false.
The structural-functional approach is primarily concerned with identifying the essential functions required for a system's survival and the specific structures that perform them. It does not focus on the psychological motivations of individuals, which is the domain of the behavioural approach. Instead, it examines how administrative organs contribute to societal stability. This lens allows researchers to compare how different societies organize their bureaucracies to perform similar necessary tasks for governance.

*development. Characteristics such as excessive rigidity, adherence to outdated rules (red tape), centralization of authority, and a lack of responsiveness to citizens can stifle innovation and slow down progress. The advent of globalization has further reshaped this dynamic. Globalization puts pressure on national bureaucracies to become more efficient, transparent, and competitive to attract foreign investment and participate in the global economy. It has also influenced the agenda of Development Administration, shifting focus towards issues like good governance, human rights, and environmental sustainability, which are prioritized by international organizations. Consequently, the bureaucracy's role in development is no longer just about internal plan implementation; it is increasingly about navigating a complex global environment and adapting to international norms and pressures while trying to achieve national development objectives.*

Based on the above source, attempt the following five questions.

**291.** Which of the following represents the paradoxical role of bureaucracy in development as described in the text?
(A) It is solely responsible for economic planning but not social services.
(B) It operates effectively in globalized environments but fails in national contexts.
(C) It is both an instrument for implementing development and a potential obstacle to it.
(D) It is highly innovative but lacks the technical expertise for implementation.

**292.** According to the paragraph, what is one way globalization has influenced Development Administration?
(A) It has shifted focus towards issues like good governance and environmental sustainability.
(B) It has reduced the pressure on bureaucracies to be efficient and transparent.
(C) It has isolated national administrations from international norms and standards.
(D) It has reinforced the bureaucracy's traditional focus solely on law and order.

**293.** The text suggests that bureaucracies can be an impediment to development due to characteristics such as:
(A) flexibility, innovation, and decentralization.
(B) technical expertise and organizational capacity.
(C) transparency and competitiveness in a global market.
(D) rigidity, centralization, and lack of responsiveness.

**294.** A bureaucracy inherited from a colonial regime that continues to use outdated procedures and resists change would be an example of:
(A) the bureaucracy acting as an effective instrument of development.
(B) the bureaucracy acting as an impediment to development.
(C) the positive influence of globalization on administration.
(D) a bureaucracy perfectly adapted to national development objectives.

**295.** The pressure on national bureaucracies to attract foreign investment is presented in the text as a consequence of:
(A) the legacy of colonial rule.
(B) the lack of technical expertise.
(C) globalization.
(D) excessive centralization.

**Direction :** Please read the following source carefully.

*The landscape of Development Administration has been profoundly transformed by the decline of the state-centric model and the corresponding emergence of Non-State actors. Historically, development was seen as the primary responsibility of the state and its bureaucratic machinery. However, this view has been challenged by the growing recognition of the vital roles played by civil society organizations, Non-Governmental Organizations (NGOs), and the private sector. These Non-State actors are now seen as crucial partners in the development process, often bringing flexibility, specialized knowledge, and strong community linkages that state agencies may lack. A key mechanism for formalizing this collaboration is the Public-Private Partnership (PPP), where public authorities and private companies join forces to finance, build, and*

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**22.** (B) A multi-dimensional process involving social, political, and economic change.
Development is a holistic concept that goes beyond simple indicators like economic growth or gross domestic product. It represents a multi-dimensional process aimed at improving the overall quality of human life by addressing social equity, political stability, and economic opportunities. This comprehensive view recognizes that true progress requires advancements in education, healthcare, and human rights, alongside industrialization. It seeks to transform society into a more inclusive and capable entity for all its citizens.

**23.** (D) Social advancement and equity
A core dimension of true development is the promotion of social advancement and the reduction of inequality within a society. While economic growth provides necessary resources, development focuses on how those resources are distributed to ensure that all citizens have access to essential services and opportunities. Achieving social equity involves empowering marginalized groups and improving human well-being, which are far more significant indicators of progress than bureaucratic growth or cultural isolation alone.

**24.** (D) Statement I is false, but Statement II is true.
While modernization and development are related, they are not synonymous terms. Modernization typically refers to the adoption of advanced technologies, urban lifestyles, and rationalistic values often associated with Western societies. Development is a much broader concept that focuses on the overall improvement of human welfare and societal capacity. It is possible for a nation to modernize its infrastructure without achieving meaningful development in terms of social justice, equity, or environmental sustainability.

**25.** (A) A and D only
Sustainable development is defined by its commitment to meeting current human needs without jeopardizing the ability of future generations to meet their own requirements. This concept requires the careful integration of economic growth, social equity, and environmental preservation in long-term planning. Rather than focusing on short-term gains, it seeks a balanced approach that ensures resources are managed responsibly and that progress benefits both the present population and those who will follow.

**26.** (A) The dominant discourse of 'development' is often a form of Western neo-colonialism that harms local cultures and environments.
The anti-development thesis offers a critical perspective by arguing that mainstream development projects often represent an imposition of Western values and economic interests on the Global South. Critics claim these initiatives can destroy indigenous cultures, harm the environment, and create dependencies on foreign capital. Instead of universal progress, this view sees development as a tool for neo-colonial control that prioritizes global market integration over the actual needs and traditions of local communities.

**27.** (D) The member states of the United Nations.
The Sustainable Development Goals are a universal set of targets adopted by all member states of the United Nations in 2015. They provide a comprehensive framework for global cooperation aimed at ending poverty, protecting the planet, and ensuring peace and prosperity by the year 2030. Unlike previous initiatives, the SDGs apply to all countries, regardless of their level of wealth, emphasizing a shared responsibility for a sustainable and equitable future for all humanity.

**28.** (B) Increased Military Spending
The Sustainable Development Goals are centered on humanitarian and environmental objectives, such as eliminating poverty, achieving zero hunger, and ensuring quality education for all. These goals aim to promote human well-being and protect the earth's natural resources. Increased military spending is not a target of this framework; in fact, the goals emphasize peace, justice, and strong institutions as the necessary foundations for achieving long-term development and reducing global conflict and instability.

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**29.** (C) The administration of change, aimed at achieving specific developmental goals.
Development administration is primarily concerned with the management of planned change and the implementation of programs

# ANSWERS

1. (B) The comparative study of administrative systems of different nations and cultures.
Comparative Public Administration focuses on the systematic analysis of administrative systems across different national and cultural boundaries to identify patterns and variations. This field moves beyond descriptive accounts of single nations, seeking to build generalized theories about how administrative structures function in diverse environments. By comparing various systems, researchers can understand how cultural factors and political contexts shape the efficiency and behavior of bureaucratic organizations worldwide.

2. (A) Develop a more scientific and theory-rich understanding of public administration.
The importance of studying public administration from a comparative perspective lies in its ability to transform the field into a rigorous science. By analyzing administrative phenomena across different nations, scholars can formulate and test theories that possess broader applicability. This approach helps identify universal principles of administration while also acknowledging culture-specific nuances, ultimately moving the discipline away from being limited by a single nation's experiences.

3. (C) The social, economic, and political context in which administration operates.
In the field of comparative study, the environment encompasses the external factors that surround and influence an administrative system. These factors include the societal values, the economic structure, and the prevailing political ideology of a country. Understanding these elements is essential because they determine the resources available to administration and set the constraints within which bureaucrats operate, directly impacting the effectiveness of public service delivery.

4. (D) Statement I is false, but Statement II is true.
The scope of comparative studies in administration extends far beyond the formal legal frameworks and organizational structures of government departments. It includes a deep analysis of ecological factors, such as social and economic conditions, which shape administrative performance and behavior. While formal structures are important, modern scholarship recognizes that an administrative system cannot be fully understood without considering the complex environmental variables that influence its daily operations.

5. (A) P-2, Q-1, R-3, S-4
Different lenses are used to analyze administrative systems effectively. The institutional approach focuses on formal structures like the legislature, while the behavioural approach examines human dynamics within organizations. The ecological approach studies the interaction between administration and its external environment. Finally, the structural-functional approach analyzes the specific roles structures play to maintain the system. These varied perspectives allow for a comprehensive understanding of how public administration functions globally.

6. (B) The analysis of human behavior within administrative organizations.
The behavioural approach represents a significant shift in administrative study by prioritizing the actions and psychological motivations of individuals over formal rules. Researchers using this perspective examine how group dynamics, leadership styles, and personal values influence organizational outcomes. By focusing on what people actually do rather than what they are prescribed to do by law, this approach provides a more realistic understanding of how bureaucracy functions in practice.

7. (D) A high degree of heterogeneity, formalism, and overlapping.
Within Fred Riggs's typology, a prismatic society represents a transitional stage between traditional and modern systems. Such societies are marked by heterogeneity, where modern and traditional practices exist side-by-side. Formalism describes the gap between official rules and actual administrative actions. Overlapping refers

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the development process. This rigidity often leads to slow decision-making and a lack of flexibility, making it difficult for the administration to respond to unique or urgent local needs. When following procedures becomes more important than achieving developmental results, innovation is stifled, and the bureaucracy may become an obstacle to the very progress it was intended to facilitate and lead.

**37.** (C) It has introduced new models like Public-Private Partnerships and highlighted the role of non-state actors.
Globalization has transformed development administration by introducing diverse models of governance that go beyond the traditional state-centric approach. It has fostered the rise of public-private partnerships, allowing for shared investment and expertise in infrastructure and services. Additionally, globalization has increased the visibility and influence of non-state actors, such as international NGOs, in the development process. These trends encourage more pluralistic and collaborative efforts to achieve global targets like the Sustainable Development Goals.

**38.** (B) An international Non-Governmental Organization (NGO).
Non-state actors are organizations that operate independently of any government and play a significant role in the development process. International NGOs are classic examples, as they provide funding, technical assistance, and advocacy for various social and environmental causes across borders. These actors often fill gaps left by the state and can be more flexible and responsive to local community needs, making them essential partners in modern, multi-actor approaches to development administration.

**39.** (D) Collaborative arrangements between government agencies and private sector entities to deliver public services or infrastructure.
Public-private partnerships are strategic collaborations designed to leverage the financial resources and technical efficiency of the private sector for public benefit. In these arrangements, the government and private companies share the risks and rewards of developing and managing major infrastructure or service projects, such as highways or healthcare facilities. This model allows for more rapid development and innovation than purely state-funded initiatives, providing a flexible way to meet the growing demands for public goods.

**40.** (B) B and C only
Comparative Public Administration is an analytical field that seeks to identify regularities in administrative behavior across different nations and cultures. It contributes significantly to theory-building by testing administrative concepts in various environmental settings. Unlike narrow national studies, it recognizes that an administrative system is profoundly influenced by its context. By analyzing these relationships, the field provides a scientific basis for understanding how different social and political factors shape the effectiveness and structure of bureaucratic organizations.

**41.** (C) A business model where companies voluntarily integrate social and environmental concerns into their operations.
Corporate Social Responsibility represents a commitment by businesses to act ethically and contribute to economic development while improving the quality of life for their employees and the local community. It involves looking beyond profit maximization to address broader societal and environmental impacts. By voluntarily adopting sustainable practices and supporting social initiatives, corporations play a vital role in national development, reflecting a more inclusive view of a company's responsibilities toward its diverse stakeholders.

**42.** (A) Life expectancy, education, and per capita income.
The Human Development Index serves as a comprehensive tool for measuring national progress by looking beyond mere economic output. It integrates three vital dimensions: health, represented by life expectancy at birth; education, measured by mean and expected years of schooling; and standard of living, reflected through gross national income per capita. This multi-dimensional approach provides a more accurate assessment of human well-being and the actual quality of life within different nations across the world.

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designed to achieve socio-economic progress. Unlike traditional administration, which focuses on maintaining order and routine functions, this field is action-oriented and goal-driven. It seeks to build the institutional capacity of a nation to deliver essential services and foster innovation. This approach is essential for countries undergoing rapid transition and seeking to improve their citizens' welfare.

**30.** (B) P-4, Q-1, R-2, S-3
Fred Riggs developed several models to describe different types of societies and their administrative systems. A fused society is traditional and functionally diffuse, whereas a diffracted society is modern and functionally specific. The prismatic society represents a transitional stage characterized by high formalism and overlapping. Within this prismatic model, the administrative sub-system is known as the Sala model. These concepts allow for a nuanced comparison of how administration functions in varying societal contexts.

**31.** (A) Change-oriented
Development administration is fundamentally characterized by its focus on inducing and managing social and economic transformation. Unlike traditional administration, which often prioritizes the maintenance of the status quo and the enforcement of routine laws, development-focused systems are proactive and forward-looking. They aim to achieve specific developmental goals through innovation and planned change, making them essential instruments for national progress and societal improvement in rapidly evolving political and economic contexts across the globe.

**32.** (B) The interaction between the administrative system and its socio-cultural, economic, and political environment in the context of development.
The ecology of development administration highlights the inseparable link between a country's administrative system and its broader societal context. It suggests that the success of developmental programs depends heavily on the prevailing economic conditions, cultural values, and political structures. This perspective argues that administrative practices must be tailored to the specific environment in which they operate, as a model that works in one society may fail in another due to different ecological factors.

**33.** (B) Edward Weidner
Edward Weidner is a pioneering scholar who significantly shaped the concept of development administration by emphasizing its goal-oriented and action-oriented nature. He argued that this field is specifically designed to guide organizations toward achieving progressive social, economic, and political objectives. His work moved the focus of administration from simple maintenance and order toward the active management of change, providing a theoretical foundation for understanding how bureaucracies can lead national development efforts effectively.

**34.** (A) The importance of the political and social context of administration.
Dwight Waldo's perspective on development administration emphasized that administrative actions are never neutral and are deeply embedded in political and social values. He challenged the traditional dichotomy between politics and administration, arguing that bureaucratic decisions involve normative choices that reflect the goals of a society. This view highlights the importance of understanding the broader context of governance, as administrative efficiency cannot be divorced from the ethical and democratic purposes it serves.

**35.** (A) Both A and R are true and R is the correct explanation of A.
Bureaucracy is a critical instrument for development because it provides the specialized technical expertise and organizational stability necessary for implementing complex, long-term national projects. By offering a permanent structure and standardized procedures, bureaucracies can manage large-scale resources and ensure continuity across different political administrations. This institutional capacity is essential for achieving developmental targets, as it allows for the rational planning and execution of policies aimed at improving societal welfare and economic growth.

**36.** (D) Adhering to rigid rules and procedures that stifle innovation.
While bureaucracy provides stability, its tendency toward rigid adherence to formal rules can hinder

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comprehensive and global understanding of administrative behavior and effectiveness in various contexts.

**50.** (B) P-4, Q-2, R-1, S-3
Different nations exhibit unique administrative features based on their political and historical contexts. The USA's system is fragmented due to federalism and the separation of powers. France is known for its specialized administrative law and courts like the Conseil d'État. The UK maintains a tradition of a neutral civil service under ministerial responsibility. Japan's model is characterized by a historically close relationship between the bureaucracy and industry. These characteristics define the administrative identity of each nation.

**51.** (C) The simultaneous presence of conflicting modern, traditional, and formalistic norms.
Poly-normativism is a key feature of a prismatic society, where multiple and often conflicting sets of norms coexist. In these transitional environments, traditional values frequently clash with modern, rational-legal standards. This creates a situation where individuals may behave according to traditional family loyalties in one context while following formal office rules in another. The resulting lack of a single, unified social code leads to inconsistency in administrative behavior and complicates the implementation of modern governance.

**52.** (D) Inherently interdisciplinary, drawing from political science, sociology, and economics.
Comparative Public Administration is an interdisciplinary field that integrates insights from various social sciences to understand administrative phenomena. It uses political science to analyze power structures, sociology to examine cultural impacts, and economics to study resource allocation. This multi-faceted nature allows researchers to develop a holistic view of how bureaucratic systems operate in different environments. By drawing from diverse academic traditions, the field remains analytical and capable of addressing the complex challenges of global administration.

**53.** (C) Functionally diffuse structures
A diffracted society, according to Fred Riggs, is characterized by highly specialized institutions that perform specific functions. In this modern model, universalistic norms and achievement-based recruitment are standard, allowing for high social mobility. Functionally diffuse structures, where a single institution performs many unrelated roles, are a feature of fused or traditional societies, not diffracted ones. The hallmark of a diffracted system is its functional specificity, which enables efficient and rationalized management of complex societal tasks.

**54.** (B) The theory of 'policy transfer' and 'lesson-drawing' between nations.
Globalization has encouraged comparative researchers to focus on policy transfer, where administrative practices and reforms from one country are adopted by another. This process of lesson-drawing allows nations to learn from each other's successes and failures in areas like healthcare or taxation. As global communication increases, administrative systems become more interconnected, making it essential to understand how policies circulate globally and how they are adapted to fit the unique environmental contexts of different nations.

**55.** (A) 3, 1, 2, 4
The evolution of administrative thought began with the traditional institutional approach, which focused on formal structures. Fred Riggs later introduced the ecological model, followed by Edward Weidner's articulation of development administration as a goal-oriented field. In recent decades, the focus has shifted toward governance models like public-private partnerships. This sequence reflects the broadening of the discipline from narrow legalistic studies to complex theories that account for environmental context, planned change, and collaborative multi-actor governance.

**56.** (A) Being ethnocentric and equating development with Westernization.
Critics often argue that modernization theory is ethnocentric because it assumes that development requires non-Western nations to replicate the specific historical and cultural paths of Western countries. This perspective equates progress with Westernization, often ignoring the unique traditions and needs of indigenous societies. By promoting a single, Western model

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**96.** (B) The mixture of modern, differentiated systems with traditional, diffuse ones.
In Fred Riggs's prismatic society model, heterogeneity refers to the simultaneous existence of modern and traditional systems within a single society. This mixture means that while advanced technology and rational bureaucracies are present, they coexist with traditional social structures and ascriptive values. For example, a modern urban hospital might operate alongside traditional village healers. This diversity creates unique challenges for administration, as conflicting norms and practices from different social eras interact and influence the behavior of the entire bureaucratic system.

**97.** (B) A district collector implementing a national rural employment scheme.
A key example of bureaucracy's role in development is the direct implementation of major social programs by government officials. A district collector managing a national rural employment scheme is actively working to achieve developmental goals such as poverty reduction and rural infrastructure improvement. This requires the administration to mobilize resources, manage complex logistics, and ensure that benefits reach the targeted population. Such goal-oriented action demonstrates how the institutional capacity of the bureaucracy is essential for driving national socio-economic progress.

**98.** (A) A large-scale dam project funded by an international bank that displaces thousands of indigenous people.
The anti-development critique is most likely to challenge large-scale projects that impose Western economic models at the expense of local communities and the environment. A massive dam project that displaces indigenous people is a classic target of this critique, as it often prioritizes global energy needs over local livelihoods and traditional cultures. Critics argue that such initiatives represent a form of cultural and economic imperialism that ignores the real needs of the affected population while causing irreversible social and ecological damage.

**99.** (C) Psychoanalytic Approach
The study of comparative administration utilizes several established approaches, including the structural-functional, behavioural, and institutional perspectives. The structural-functional approach looks at system maintenance, the behavioural approach examines human dynamics, and the institutional approach focuses on formal rules. The psychoanalytic approach, which is focused on individual clinical therapy, is not a standard tool for administrative analysis. Modern scholars rely on these other sociological and political frameworks to compare and understand the complexities of bureaucratic systems and their environments across different nations.

**100.** (A) Both A and R are true and R is the correct explanation of A.
Public-private partnerships have emerged as a vital tool in modern development administration due to their ability to combine public oversight with private sector efficiency. By forming these collaborative arrangements, governments can access significant financial resources and technical expertise that might otherwise be unavailable. This model helps overcome traditional bureaucratic constraints, allowing for the successful delivery of complex infrastructure projects and public services that are essential for long-term national growth. These partnerships represent a more pluralistic approach to national progress.

**101.** (C) It was developed by the World Bank to measure national debt.
The Human Development Index was actually developed by the United Nations Development Programme, not the World Bank, to provide a more comprehensive measure of national success than financial debt or income alone. It tracks key indicators such as life expectancy, education, and per capita income to provide a holistic picture of human well-being. By ranking countries based on these multi-dimensional factors, the index encourages governments to focus on policies that improve the actual quality of life for their citizens.

**102.** (B) Accountability of implementing agencies to the primary stakeholders, especially the community.
A social audit is primarily designed to enhance the accountability of government agencies by involving the local community in the evaluation

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elite bureaucrats, political leaders, and major industries, often referred to as 'Japan Inc.' rather than a separation of powers. This partnership was essential for directing the nation's economic development through coordinated policy efforts. The other pairs are correct: the UK emphasizes ministerial responsibility, the USA transitioned from a spoils to a merit system, and France is known for its centralized state and elite training institutions.

**64.** (D) Statement I is false, but Statement II is true.
The behavioural approach in public administration represents a shift away from studying only formal structures and laws toward analyzing the actual behavior of people in organizations. It seeks to understand the psychological motivations, attitudes, and informal interactions that shape administrative outcomes. While the institutional approach focuses on organizational charts and rules, the behavioural lens provides a more realistic view of how individuals and groups influence bureaucratic processes, recognizing that human dynamics are central to administrative performance.

**65.** (B) B, C, and D
Comparative research in public administration faces several significant challenges, including the risk of ethnocentrism, where researchers apply their own cultural standards to other systems. Additionally, it is difficult to isolate specific administrative variables from their unique environmental contexts, as social and economic factors are deeply intertwined with bureaucracy. Furthermore, the high cost and logistical complexity of conducting fieldwork in different countries can limit research. Achieving perfect conceptual equivalence and data reliability across all nations remains a constant obstacle.

**66.** (A) Social equity, political participation, and human well-being.
Modern views of development recognize that it is a multi-dimensional process that encompasses much more than just economic indicators like growth rates. True development involves improving social equity, ensuring that all citizens have a voice through political participation, and enhancing overall human well-being. This includes advancements in healthcare, education, and the protection of basic rights. By addressing these diverse dimensions, development aims to create a more just and capable society where all individuals can thrive.

**67.** (C) A critique that views the dominant 'development' paradigm as a form of cultural and economic imperialism.
The anti-development school of thought offers a critical perspective by questioning the mainstream definition of progress. It argues that the dominant development discourse is often used as a tool for Western neo-colonialism, imposing foreign values and economic structures on the Global South. Critics claim that these projects can destroy local cultures and environments while benefiting global elites. Instead, this school advocates for indigenous-led improvements that respect local traditions and prioritize the real needs of the community.

**68.** (D) Build the institutional capacity for implementing development programs.
A primary objective of development administration is to enhance the institutional capacity of government agencies to design and implement effective programs. This involves improving the skills of bureaucrats, streamlining organizational processes, and adopting innovative management techniques. By building a more capable administration, a nation can better achieve its socio-economic targets and respond to the needs of its citizens. This focus on capacity building is essential for ensuring that developmental projects are managed efficiently and produce sustainable results.

**69.** (C) Emphasis on the ecological context and the specific challenges of administration in 'prismatic' societies.
Fred Riggs significantly influenced development administration by highlighting the importance of the environment in shaping bureaucratic behavior. He introduced the ecological model, which shows how social, cultural, and political factors impact administration. His analysis of prismatic societies provided a framework for understanding why modern administrative techniques often fail when applied in transitional nations. By focusing on these unique environmental challenges, Riggs offered a more realistic and nuanced approach to studying administration in the developing world.

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**109.** (C) To bring about socio-economic and political change in a planned manner.
The primary objective of development administration is to facilitate and manage planned change to achieve specific national goals. Unlike traditional models that focus on routine maintenance and order, this field is proactive and transformative. It seeks to implement policies and projects that drive socio-economic progress and improve the quality of life for the population. By building institutional capacity and fostering innovation, development administration serves as a strategic instrument for national development and sustainable societal improvement in transitional societies.

**110.** (A) P-3, Q-1, R-4, S-2
Modern development administration involves several key concepts and tools. The Human Development Index provides a multi-dimensional measure of health, education, and income. Sustainable development focuses on meeting current needs while preserving resources for future generations. Public-private partnerships involve collaborations between the state and companies for service delivery. Finally, a social audit is a participatory mechanism for community-based monitoring and accountability. Together, these elements represent the diverse and interconnected strategies used to promote national progress and social welfare globally.

**111.** (A) Ethnocentrism
Ethnocentrism is a major challenge in comparative research, occurring when a researcher judges another administrative system based solely on the values and standards of their own culture. This bias can lead to a misunderstanding of local administrative practices and an unfair assumption that Western models are inherently superior. Overcoming ethnocentrism requires scholars to adopt a more neutral and context-aware perspective, recognizing that administrative behavior must be understood within its own unique social, historical, and cultural environment to be analyzed scientifically.

**112.** (B) Ordinary courts for civil/criminal cases and a separate hierarchy of administrative courts.
France employs a distinct dual court system that separates administrative litigation from ordinary legal matters. One hierarchy handles civil and criminal cases, while a dedicated set of administrative courts, headed by the Conseil d'État, deals with disputes involving the state and public agencies. This specialized structure ensures that administrative actions are scrutinized by experts in public law, providing a unique framework for balancing state authority with individual citizen rights and ensuring the bureaucracy operates within the legal limits.

**113.** (B) Administrative problems in transitional or 'prismatic' societies.
Fred Riggs made a significant contribution to the study of development administration by focusing on the unique challenges faced by transitional societies. He developed the prismatic model to explain how the interaction between traditional values and modern administrative structures creates problems like formalism and overlapping. By highlighting these ecological factors, his work provided a more realistic understanding of why Western models often fail in the developing world. His theories remain essential for analyzing bureaucracy in societies undergoing rapid social and economic change.

**114.** (A) Dynamic, innovative, and change-oriented.
The nature of development administration is fundamentally dynamic and change-oriented, as it is designed to manage planned social and economic transformation. Unlike traditional administration, which often emphasizes stability and procedural compliance, development-focused systems prioritize innovation and goal achievement. This action-oriented approach requires bureaucracies to be flexible and responsive to the needs of the public. By focusing on inducing progress and improving human welfare, development administration serves as a proactive instrument for national growth and societal improvement in complex environments.

**115.** (B) B and D only
The administrative system of the United States is characterized by a strong separation of powers, which leads to a fragmented and decentralized organizational structure. It also has a historical legacy that includes both the 19th-century 'spoils system' and the modern merit system for bureaucratic appointments. Unlike centralized unitary systems, the American model features

today's improvements do not compromise the well-being of the generations that will follow.

**77.** (C) He focused on its action-oriented and goal-oriented nature for inducing change.
Edward Weidner made a major contribution to development administration by defining it as an action-oriented and goal-driven field. He argued that the primary purpose of this administration is to guide organizations toward achieving progressive socio-economic and political objectives. This perspective moved the discipline away from traditional maintenance functions toward a more proactive role in managing planned change. His work provided the theoretical basis for using bureaucracy as a strategic tool to transform societies and improve human welfare.

**78.** (D) Goal displacement, where following rules becomes more important than achieving results.
A significant hindrance to development occurs when bureaucratic organizations suffer from goal displacement. This happens when the strict adherence to internal rules and procedures becomes an end in itself, rather than a means to achieve broader developmental results. Such a focus on red tape can stifle innovation and prevent administrators from responding effectively to the needs of the public. When procedural compliance overshadows the actual goal of societal improvement, the bureaucracy can become an obstacle to national progress.

**79.** (A) The perceived limitations of the state in financing and managing large-scale infrastructure projects alone.
The rise of public-private partnerships is largely a response to the fact that many governments lack the necessary financial capital and technical expertise to manage massive development projects independently. By collaborating with the private sector, the state can leverage external funding and more efficient management practices. This model allows for the delivery of essential infrastructure, such as power plants or transportation networks, while sharing both the risks and the rewards between the public and private sectors for societal benefit.

**80.** (A) Both A and R are true and R is the correct explanation of A.
Comparative Public Administration is an essential tool for overcoming ethnocentrism, as it encourages scholars to view different systems within their own unique cultural and environmental contexts. By studying how various nations manage their bureaucracies, researchers learn that there is no single "best way" to organize administration. This appreciation for diversity helps avoid the bias of judging other cultures based only on one's own standards. Ultimately, this approach leads to more objective, scientific, and globally applicable administrative theories.

**81.** (B) Encouraging companies to engage in projects related to community health, education, and environment.
Corporate Social Responsibility allows businesses to contribute directly to national development by investing in social and environmental initiatives. This includes funding projects in areas like community healthcare, local education, and ecological conservation. By voluntarily integrating these concerns into their business operations, corporations help address societal needs that the government alone may not be able to meet. This partnership between the private sector and society fosters a more inclusive and sustainable form of development that benefits a broader range of stakeholders.

**82.** (A) An administrative system is a product of and is influenced by its social, cultural, and economic setting.
The ecological approach posits that public administration does not exist in a vacuum; instead, it is an open system that both influences and is influenced by its surrounding environment. Factors such as a society's cultural values, political history, and economic structure all play a crucial role in determining how a bureaucracy functions. This perspective argues that administrative models cannot be universally applied without considering these local ecological variables, as they are essential for understanding organizational behavior and effectiveness.

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**70.** (B) P-3, Q-1, R-2, S-4
Several key concepts define modern development efforts. Public-private partnerships involve collaborations between the state and private companies for infrastructure. Corporate social responsibility refers to a business's voluntary commitment to ethical behavior and social goals. Non-state actors include NGOs and community groups that participate in development activities. Finally, a social audit is a process where citizens monitor and verify the performance of programs. These tools and actors together create a more pluralistic and accountable development landscape.

**71.** (D) A shift from a state-centric model of development to a more pluralistic, multi-actor approach.
The emergence of non-state actors, such as NGOs and community organizations, indicates that development is no longer seen as the exclusive responsibility of the government. This trend represents a shift toward a more pluralistic approach where diverse groups collaborate to achieve developmental goals. By involving non-state actors, administration can become more flexible, innovative, and responsive to the needs of local communities. This multi-actor model recognizes that solving complex social problems requires the participation of all sectors of society.

**72.** (A) Provide a broader measure of development beyond just economic growth.
Human development indicators are designed to provide a more holistic view of national progress by looking at factors beyond simple economic wealth. These indicators include measures of health, education, and standard of living, allowing for a better assessment of human well-being. By using these broader metrics, researchers and policymakers can identify areas where a country may be falling short despite having high income, ultimately encouraging more people-centered policies that prioritize human capability and quality of life.

**73.** (C) USA
The spoils system is a historical feature of the United States administrative system, where political supporters were rewarded with government jobs after a party won an election. This practice was dominant during much of the nineteenth century and was based on political loyalty rather than individual merit. Over time, the system was gradually replaced by a professional merit system designed to ensure bureaucratic expertise and stability. However, the legacy of the spoils system remains a significant part of American administrative history.

**74.** (A) Accountability
A social audit is a powerful mechanism for promoting accountability by allowing citizens to scrutinize how government programs are implemented. By measuring the social impact and ethical performance of projects, it ensures that administrators are held responsible for their actions and the use of public resources. This transparency empowers the community and helps prevent corruption and mismanagement. By involving the people who are directly affected, social audits create a direct link between bureaucratic performance and the needs of the stakeholders.

**75.** (C) B, C, and D
A prismatic society is characterized by several distinct features identified by Fred Riggs, including heterogeneity, formalism, and overlapping. Heterogeneity refers to the simultaneous existence of modern and traditional systems within the same society. Formalism describes the disconnect between officially prescribed rules and the actual behavior of administrators. Overlapping occurs when newer administrative structures perform traditional functions, creating a complex and often contradictory environment. These traits lead to unique administrative challenges that differ significantly from both traditional and fully modern societies.

**76.** (B) Inter-generational equity and environmental protection.
Sustainable development is defined by its focus on long-term inter-generational equity and the preservation of the earth's natural systems. It argues that developmental progress must not come at the expense of the environment or the needs of future populations. By integrating ecological protection with social and economic goals, this concept seeks a balanced approach to growth. This requires responsible resource management and a commitment to ensuring that

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that can be drawn across different national contexts.

**90.** (C) P-3, Q-2, R-1, S-4
Several scholars have made fundamental contributions to administrative thought. Fred Riggs developed the ecological approach and the prismatic-sala model to understand administrative environments. Edward Weidner focused on the goal-oriented and action-oriented nature of development administration. Dwight Waldo highlighted the political and social context of administration, questioning the politics-administration dichotomy. Finally, proponents of corporate social responsibility argue for the role of business in sustainable development. These diverse perspectives together provide a rich theoretical framework for modern public administration.

**91.** (D) The essential functions that must be performed for a system to survive and the structures that perform them.
The structural-functional approach is concerned with identifying the fundamental functions that are necessary for the maintenance and survival of a social or administrative system. It examines the various structures within a bureaucracy and analyzes how they perform these required roles. This perspective allows researchers to compare different administrative systems by looking at how they organize their institutions to achieve common goals. By focusing on functions and structures, this approach provides a systematic way to analyze organizational effectiveness across cultures.

**92.** (B) Governance indicators, transparency, and accountability as promoted by international bodies.
Globalization has significantly influenced development administration by promoting global standards of governance, transparency, and accountability. International organizations often encourage national governments to adopt specific indicators to measure their performance and ensure that resources are used ethically. This trend toward universal benchmarks helps track progress and encourages administrative reforms that align with global best practices. As a result, national bureaucracies are increasingly pressured to become more open and responsible to both their citizens and the broader international community.

**93.** (C) The principles of federalism and separation of powers.
The administrative system of the United States is uniquely fragmented due to the constitutional principles of federalism and the separation of powers. This structure divides authority between the national and state governments, and further among the executive, legislative, and judicial branches. This leads to a complex landscape of numerous agencies with distinct jurisdictions and varied lines of oversight. Unlike more centralized unitary systems, the American model emphasizes checks and balances, resulting in a pluralistic and sometimes overlapping administrative environment.

**94.** (D) Traditional PA is often culture-bound to one nation, while CPA is cross-cultural and analytical.
A fundamental difference between traditional and comparative public administration is the scope of their analysis. Traditional public administration is often culture-bound, focusing on the experiences and structures of a single nation. In contrast, Comparative Public Administration is cross-cultural and analytical, seeking to identify general patterns and regularities across diverse administrative systems. By comparing different nations, the comparative approach builds broader theories that transcend local contexts, providing a more scientific and globally applicable understanding of administrative behavior and efficiency.

**95.** (A) 1, 2, 3, 4
The study of administration has evolved through several distinct phases. It began with institutionalism, which focused on formal structures and legal rules. This was followed by behaviouralism, which shifted attention to human dynamics in organizations. Later, the emergence of Comparative Public Administration brought a focus on cross-national analysis within an ecological context. Finally, modern governance models have introduced a strong emphasis on non-state actors and public-private partnerships. This sequence shows a steady progression toward more complex and inclusive administrative theories.

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**83.** (C) Modernization often implies adopting Western models, whereas development is a more holistic concept of positive societal change.
While modernization often focuses on adopting Western technologies, urban lifestyles, and rationalistic values, development is a much broader and more holistic concept. Development emphasizes the overall improvement of human capabilities and societal welfare, including social justice and equity. A nation may modernize its infrastructure by importing advanced machinery while still lagging in development if large portions of its population remain impoverished or marginalized. Thus, development represents a more comprehensive vision of positive, sustainable change for all of society.

**84.** (D) Statement I is false, but Statement II is true.
The Sustainable Development Goals are a universal framework that applies to all countries, regardless of their level of economic development. They represent a global call to action to end poverty, protect the planet, and ensure peace and prosperity for everyone by 2030. While previous goals often targeted only developing nations, the SDGs recognize that all societies face sustainability challenges. By involving every nation, this universal approach emphasizes shared responsibility for the future of humanity and the earth's natural systems.

**85.** (A) A and D only
Different nations possess unique administrative characteristics that reflect their specific histories. The United Kingdom is well-known for its career bureaucracy and a strong tradition of political neutrality within the civil service. Japan is characterized by a uniquely close working relationship between its government ministries and major corporations, aimed at national economic growth. In contrast, the USA is known for its fragmented administrative structure, and France is famous for its highly formalized and distinct system of specialized administrative law.

**86.** (B) France
The concept of droit administratif is a fundamental feature of the French administrative system, representing a separate body of law that specifically governs the actions of public authorities. This legal framework is distinct from ordinary civil law and is administered by a specialized hierarchy of administrative courts, led by the Conseil d'État. This system is designed to provide expert oversight of the bureaucracy and ensure that government actions are legal and protect the rights of citizens against potential administrative abuse.

**87.** (D) Status quo-orientation
Development administration is defined by its proactive and transformative nature, making it the opposite of status quo-oriented. Key features of this field include a focus on inducing planned change, achieving specific developmental goals, and being responsive to the needs of the public. Unlike traditional models that prioritize maintaining existing structures and procedures, development administration seeks to innovate and build institutional capacity. This action-oriented approach is essential for countries seeking to improve societal welfare and drive economic and social progress.

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**88.** (A) The political theory and normative concerns underlying administrative decisions.
Dwight Waldo was a prominent scholar who emphasized that public administration is deeply intertwined with political theory and normative values. He challenged the idea that administration is a value-free science, arguing instead that bureaucratic decisions involve ethical choices that reflect societal goals. His work highlighted that administrative efficiency cannot be the only objective; it must also serve democratic and humanitarian purposes. By focusing on these underlying values, Waldo provided a more philosophical and context-aware understanding of the administrative process.

**89.** (C) Deciding whether to compare whole systems, institutions, or specific policies.
The 'unit of analysis' problem is a significant challenge in comparative research, as scholars must decide exactly what they are going to compare. This could involve broad macro-level comparisons of entire governmental systems or more narrow micro-level studies of specific administrative functions or policies. Choosing the appropriate unit is crucial for ensuring that the research is manageable and produces meaningful results. This decision impacts the entire methodology and the types of conclusions

process. It allows the primary stakeholders, who are the beneficiaries of a project, to scrutinize administrative performance and the use of public funds. This transparency helps ensure that developmental programs are meeting their stated goals and that resources are being managed ethically. By empowering citizens, social audits create a direct link between bureaucratic action and public welfare.

**103.** (D) A permanent, non-partisan, and professional civil service.
The British administrative system, often known as the Whitehall model, is defined by its commitment to a permanent and non-partisan civil service. This professional bureaucracy is designed to serve any governing party with the same level of expertise and loyalty, ensuring continuity in public administration. This tradition of neutrality is supported by merit-based recruitment and the principle of ministerial responsibility. By remaining separate from party politics, the civil service provides a stable and specialized framework for the effective management of the state.

**104.** (C) Statement I is true, but Statement II is false.
Fred Riggs was a pioneer in developing the ecological approach to public administration, which argues that administrative systems are profoundly influenced by their surrounding environment. Contrary to the idea of universal applicability, this approach suggests that what works in one society may fail in another due to different social, cultural, and political factors. By emphasizing these ecological variables, Riggs showed that administration cannot be understood in isolation, providing a more realistic and context-aware framework for analyzing bureaucracies in various national settings.

**105.** (B) C and D only
Fred Riggs introduced several key concepts to describe societal transitions and administrative models. Overlapping refers to modern structures performing traditional functions, while a diffracted society is characterized by high functional specificity and universalistic norms. Formalism, however, is the gap between rules and practice, not congruence. Poly-normativism involves multiple conflicting norms rather than a single set. A fused society is functionally diffuse rather than specialized. Thus, the descriptions for overlapping and diffracted societies are the only ones correctly identified in his typology.

**106.** (A) Its inputs, conversion processes, outputs, and feedback mechanisms.
The systems approach provides a dynamic framework for analyzing public administration by viewing it as an open system that interacts with its environment. It focuses on how various inputs, such as public demands and resources, are transformed through internal processes into outputs, like policies and services. The resulting feedback then informs future administrative actions. By examining these interconnected components, the approach offers a comprehensive understanding of how administration adapts to external changes while maintaining internal stability and achieving its goals.

**107.** (D) Doctors Without Borders providing healthcare in a remote area.
Non-state actors are organizations that operate independently of the government to address developmental needs. An international NGO like Doctors Without Borders is a perfect example, as it provides essential healthcare services directly to underserved populations without being part of any state administration. These actors play a crucial role in modern development by filling gaps in public services and offering flexible, specialized support. Their participation reflects a more pluralistic approach where the state and civil society collaborate to improve human welfare.

**108.** (B) Modernization is a sub-process within the broader goal of development, often with a technological or Western focus.
Modernization is frequently viewed as a specific component of development that focuses on the adoption of advanced technology, urban development, and rationalized societal values. While development is a holistic concept aimed at broad human welfare and social justice, modernization often carries a more narrow focus on Western-style progress. This perspective suggests that while modernization can contribute to national growth, it is only one part of the multi-dimensional process required to achieve sustainable and equitable societal improvement for all citizens.

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of technology and values, modernization can overlook more appropriate, locally-driven forms of development, leading to social displacement and a loss of cultural identity in transitional nations.

**57.** (C) The Millennium Development Goals (MDGs)
The Sustainable Development Goals were adopted by the United Nations in 2015 as a successor to the Millennium Development Goals. While the MDGs primarily focused on poverty reduction in developing countries, the SDGs provide a broader, more universal framework that applies to all nations. They integrate economic growth with social equity and environmental protection, reflecting a more comprehensive global commitment to sustainable progress. The transition highlights the evolution of international development toward more holistic and interconnected targets.

**58.** (A) Goal orientation and innovation
A central feature of development administration is its commitment to achieving specific, measurable goals through innovative practices. Unlike traditional administration, which focuses on routine maintenance and procedural compliance, development administration is proactive and change-oriented. It seeks to transform society by implementing projects that improve welfare and economic capacity. This requires a high degree of flexibility and a willingness to adopt new methods, making goal achievement and innovation the core drivers of administrative action in this field.

**59.** (D) The Prismatic Society
In Fred Riggs's typology, the Sala model represents the administrative sub-system of a prismatic society. This model is characterized by features such as formalism and overlapping, reflecting the transitional nature of the society. In the Sala, administrative behavior is often influenced by non-administrative factors, like family loyalties or traditional social status. This creates a unique bureaucratic environment where modern organizational titles coexist with traditional practices, leading to distinct patterns of decision-making that differ from fused or diffracted models.

**60.** (A) Both A and R are true and R is the correct explanation of A.
Globalization significantly impacts development administration by creating a complex environment of both constraints and opportunities. While it facilitates the rapid exchange of technology, financial capital, and innovative ideas, it also risks the imposition of standardized policies that might not align with local cultural or economic realities. Successful development administration must navigate these global influences to leverage external resources while ensuring that policies remain relevant and effective for the specific needs of their domestic population.

**61.** (C) A group in a prismatic society that combines characteristics of a modern class and a traditional clan.
In Riggs's prismatic-sala model, a 'clect' is a unique social group that exhibits characteristics of both a modern association and a traditional group. It functions like a modern group by pursuing specific interests, but its membership is often based on ascriptive factors like family or ethnicity, similar to a traditional clan. These groups exert significant influence on administration, as their members often prioritize their group's welfare over formal organizational goals, leading to favoritism and poly-normative behavior.

**62.** (D) A model of economic life in a prismatic society characterized by price indeterminacy and subsidized goods.
The bazaar-canteen model describes the economic subsystem of a prismatic society, where modern market principles and traditional practices collide. It is characterized by price indeterminacy, where the cost of goods is often negotiated based on personal relationships rather than fixed market rates. Simultaneously, some goods are subsidized for certain groups through a canteen-like system. This mixture of economic norms leads to instability and fragmentation, reflecting the broader transitional and formalistic nature of the society's administrative and social structures.

**63.** (A) Japan - A complete separation of bureaucracy from the political and corporate sectors.
Japan's administrative system is famously characterized by the close collaboration between

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federalism and independent regulatory agencies. These salient features reflect the nation's constitutional commitment to checks and balances and a pluralistic approach to managing the various functions of the federal government.

**116.** (D) Development Administration
The dual focus on the administration of development projects and the internal improvement of the administrative system itself is the hallmark of development administration. This field is concerned with using bureaucracy to achieve national goals while simultaneously enhancing the efficiency and capability of the bureaucracy. By addressing both the management of planned change and the institutional capacity for such management, development administration provides a comprehensive framework for driving societal progress and ensuring that governance structures are capable of meeting evolving challenges.

**117.** (C) Increased importance of understanding global standards and policy diffusion.
Globalization has significantly impacted comparative public administration by increasing the importance of studying global standards and the diffusion of policies across borders. As nations become more interconnected, administrative reforms in one country are often adopted or adapted by others. This trend necessitates a deeper understanding of how international norms influence national bureaucracies. By focusing on policy transfer and the role of global actors, modern comparative studies provide a more comprehensive view of how globalization shapes administrative behavior and governance nationwide.

**118.** (B) They are legally binding international treaties that carry severe financial penalties for non-compliance.
The Sustainable Development Goals are a set of voluntary targets adopted by all UN member states, intended to guide global efforts toward a better future. While they represent a strong political commitment, they are not legally binding treaties and do not carry financial penalties for failure to meet them. Instead, the SDGs rely on international cooperation, monitoring, and advocacy to encourage progress. They address a wide range of global challenges, from poverty and inequality to environmental protection, through a shared and universal framework.

**119.** (D) Impersonality and rationality, which can ensure fair implementation of programs.
A defining asset of bureaucracy in the development process is its commitment to impersonality and rational decision-making. By following standardized rules and merit-based procedures, a bureaucratic system can ensure that development programs are implemented fairly and consistently across all sections of society. This rationality helps prevent favoritism and provides a stable framework for managing large-scale projects and resources. When applied correctly, these bureaucratic principles foster public trust and contribute to the successful and equitable achievement of national development goals for all citizens.

**120.** (A) Both A and R are true and R is the correct explanation of A.
The behavioural approach represented a major shift in the study of public administration by moving the focus away from formal structures and legal rules. Instead, it prioritizes the analysis of actual human behavior within organizational settings. By examining the psychological motivations and informal interactions of individuals and groups, this approach provides a more realistic understanding of how bureaucracy functions in practice. This focus on the "human side" of administration allows for a deeper insight into organizational dynamics and performance.

**121.** (C) Administrative systems for development must be understood in relation to their surrounding environment.
The ecology of development administration emphasizes that administrative systems are profoundly shaped by the socio-cultural, economic, and political contexts in which they operate. This perspective suggests that any effort to drive development must account for these external factors, as they determine the resources available and the constraints faced by the administration. By understanding this interaction, scholars and practitioners can design more effective programs that are better suited to the specific environment, ensuring that developmental initiatives are sustainable and successful.

NODIA

**160.** (B) It acknowledges the influence of the environment on administration.
Comparative Public Administration is an analytical and interdisciplinary field that acknowledges the profound influence of the environment on bureaucratic systems. It seeks to build and test theories that have global applicability by comparing administrative practices across different nations. Contrary to narrow national studies, it identifies general patterns and regularities while accounting for cultural and political contexts. By examining these relationships, the field provides a scientific basis for understanding administrative behavior, making the statement that it is limited to a single country's description completely incorrect.

**161.** (B) Processes
The behavioural approach in administrative studies shifted the focus of analysis from formal structures and positions to the actual processes and people involved. By examining how decisions are made and how individuals interact within organizations, this perspective provides a more realistic understanding of bureaucratic life. It emphasizes the psychological and informal aspects of administration, recognizing that internal organizational processes are as important as formal charts. This shift allowed for a deeper insight into how administrative systems really function and how human dynamics shape organizational performance and outcomes.

**162.** (A) Diffracted
In Fred Riggs's typology, a diffracted society is a modern model where structures are highly specialized and administrative behavior is guided by universalistic norms. In these societies, each institution performs a specific function, and recruitment is based on objective, merit-based criteria. This model reflects a high degree of rationalization and social integration, allowing for the efficient management of complex tasks. The diffracted society represents the opposite of a fused society, highlighting how functional specificity and rational-legal authority define administrative systems in advanced, industrialized nations.

**163.** (C) Comparative Public Administration
A study that compares the effectiveness of specific agencies, such as anti-corruption bodies, across different nations like the UK, USA, and France is a classic example of Comparative Public Administration. This field involves the cross-national analysis of administrative functions to identify similarities, differences, and patterns of success. By examining how different countries organize their institutions to address common problems, researchers can build broader theories about administrative behavior and the factors that influence organizational effectiveness in various political and cultural contexts globally.

**164.** (D) Societal improvement versus technology-focused change.
The distinction between development and modernization often hinges on the difference between holistic societal improvement and a more narrow focus on technology-driven change. Development is a multi-dimensional concept that emphasizes broad human welfare, social equity, and improved quality of life. Modernization, in contrast, frequently refers to the adoption of advanced technology and Western-style urban and industrial patterns. While modernization can be a part of development, it does not guarantee the social justice or equitable progress that defines a truly developed and inclusive society.

**165.** (A) P-4, Q-1, R-2, S-3
Different nations exhibit distinct administrative features shaped by their political traditions. The UK is associated with the principle of ministerial responsibility. The USA has a historical legacy involving the spoils system. France is well-known for its system of administrative courts, particularly the Conseil d'État. Japan's model is characterized by a historically close bureaucracy-led industrial policy. These features define the unique administrative identity of each country, reflecting their constitutional frameworks and the specific ways they manage the relationship between the bureaucracy, politics, and the public.

**166.** (B) Universality, applying to all countries, rich and poor.
A key feature of the Sustainable Development Goals that distinguishes them from the earlier Millennium Development Goals is their universality. While the MDGs primarily targeted poverty reduction in developing nations, the SDGs represent a global call to action that applies to all countries, regardless of their level

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actual practice. In many societies, the rules on paper are modern and rational, but the actual administrative behavior is influenced by traditional or personal factors. This means that simply studying official documents can lead to a misleading understanding of a country's administration. Researchers must look beyond the formal legal framework to uncover the informal realities that truly drive bureaucratic performance and decision-making.

**129.** (B) Role in guiding post-war economic development in close partnership with industry.
A key characteristic of the Japanese administrative system is its central role in directing national economic growth through a close partnership with major industries. This model, often called 'Japan Inc.', involved elite bureaucrats working with corporate leaders to develop and implement industrial policies. This collaboration was essential for the country's rapid post-war recovery and success. Unlike the adversarial models found in some nations, the Japanese approach emphasizes long-term planning and consensus-building, reflecting a unique institutional commitment to national economic and developmental targets.

**130.** (B) P-3, Q-4, R-1, S-2
Key administrative thinkers have introduced diverse concepts that shape the field. Fred Riggs developed the ecological approach and the prismatic society model. Edward Weidner emphasized the goal-oriented and change-focused nature of development administration. Dwight Waldo highlighted the political and social context, questioning the politics-administration dichotomy. Finally, proponents of the Sustainable Development Goals focus on integrated global targets for economic, social, and environmental progress. These varied perspectives provide the theoretical foundation for understanding how administration functions and evolves in different national and global settings.

**131.** (C) A variety of indicators including social, political, economic, and human factors.
Development is a multi-faceted process that goes far beyond simple economic growth. The term "dimensions of development" signifies that progress must be measured using a variety of indicators, including social equity, political participation, human health, and education. This comprehensive view recognizes that a country's development is not just about its wealth, but about the quality of life and opportunities available to its citizens. By addressing these diverse dimensions, development aims to create a more just, inclusive, and capable society for everyone.

**132.** (D) The mainstream, often Western-centric, model of what constitutes 'development'.
The anti-development thesis serves as a critical perspective on the mainstream, Western-centric paradigm of development. It argues that this dominant model often imposes foreign economic and cultural values on non-Western societies, potentially causing more harm than good. Critics claim these projects can destroy local livelihoods and traditions while serving global capital interests. By questioning the very desirability and universality of this model, the anti-development school advocates for more diverse, indigenous, and community-led approaches to improving human well-being and social progress.

**133.** (C) Proactive and directed towards planned change.
Development administration is fundamentally proactive and change-oriented, as it is designed to manage and guide social and economic transformation. Unlike traditional models that focus on routine maintenance and order, this field is committed to achieving specific, forward-looking goals through innovative projects. By building institutional capacity and directing resources toward societal improvement, development administration serves as a strategic instrument for national progress. This action-oriented nature is essential for countries seeking to modernize their structures and enhance the overall welfare of their citizens.

**134.** (B) Its capacity for rational planning and large-scale project implementation.
Bureaucracy can make a significant positive contribution to development through its capacity for rational planning and the implementation of large-scale national projects. By providing a stable organizational structure and specialized expertise, bureaucratic systems can manage complex resources and ensure continuity over time. This institutional ability is essential for

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delivering major infrastructure and social programs that are necessary for societal improvement. When functioning effectively, the bureaucracy serves as a powerful engine for driving national growth and achieving complex developmental targets across various sectors.

**135.** (B) 1, 2, 3, 4
The evolution of administrative systems has followed a distinct chronological path. It began with the historical 'spoils system' in the United States, followed by the mid-19th century Northcote-Trevelyan reforms that established a merit-based civil service in Britain. Later, the late 20th century saw the rise of public-private partnerships as a major developmental model. Finally, the Sustainable Development Goals were adopted in 2015 to provide a modern global framework. This sequence reflects a long-term shift toward professionalization, collaboration, and universal sustainability targets.

**136.** (A) Public-Private Partnership
A public-private partnership is a strategic collaboration between a government agency and a private sector company designed to jointly finance, build, and operate essential projects. This model allows the state to leverage the financial resources and technical expertise of private firms to deliver public services or infrastructure, such as highways or hospitals. By sharing both the risks and the rewards, these partnerships can foster innovation and efficiency beyond what purely state-funded initiatives can achieve, making them a popular tool in modern development administration.

**137.** (C) Mean years of schooling.
A primary component of the Human Development Index is the level of education within a country, which is measured by indicators like mean years of schooling. This reflects the importance of access to knowledge as a fundamental dimension of human development. Alongside life expectancy and income, educational achievement provides a broader and more accurate picture of a nation's progress and the actual capabilities of its people. By prioritizing education, the index emphasizes that true development involves empowering individuals through learning and skills.

**138.** (A) A Social Audit
A social audit is a participatory process where community members directly monitor and evaluate the implementation and quality of a development project. This mechanism promotes transparency and ensures that the administration is accountable to the people it serves. By involving the beneficiaries in the evaluation, social audits help identify problems, prevent corruption, and ensure that resources are being used effectively to meet the community's real needs. This empowers citizens and creates a direct link between bureaucratic performance and social welfare.

**139.** (D) Administrative systems must be studied in the context of their environment.
The core argument of the ecological approach is that public administration cannot be understood in isolation from its environment. It suggests that administrative systems are profoundly influenced by the social, cultural, political, and economic factors of the society in which they operate. This means that what works in one nation may not be effective in another due to these diverse environmental variables. By studying this interaction, researchers can develop more realistic theories that account for the unique context-specific challenges of bureaucratic behavior and performance.

**140.** (B) France: Conseil d'État, Grandes Écoles.
The administrative system of France is uniquely defined by institutions like the Conseil d'État and the Grandes Écoles. The Conseil d'État serves as both a legal advisor to the government and the supreme court for administrative justice, while the Grandes Écoles are specialized elite institutions responsible for training high-level civil servants. These features reflect France's centralized state tradition and its distinct body of administrative law. Together, they create a highly professional and specialized bureaucratic elite that plays a central role in the nation's governance and administration.

**141.** (C) In transition, exhibiting a mix of traditional and modern characteristics.
Fred Riggs used the term 'prismatic' to describe societies that are in a stage of transition between traditional and modern forms. In these societies, modern administrative structures have been established, but they often operate alongside

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traditional social values and practices. This mix leads to unique characteristics like formalism and overlapping, where the gap between rules and reality is high. The prismatic model provides a nuanced framework for understanding the complex administrative challenges faced by developing nations as they navigate social and economic change.

**142.** (A) Both A and R are true and R is the correct explanation of A.
The scope of Comparative Public Administration has expanded significantly due to globalization, as researchers now focus on issues like policy transfer and the role of international organizations. As nations become more interconnected, administrative practices from one country are often adopted or adapted by others. This trend necessitates a deeper understanding of how global norms and non-state actors influence domestic governance. By focusing on these new variables, modern comparative studies provide a more comprehensive view of how globalization shapes administrative behavior and reform efforts globally.

**143.** (A) It is rigid and procedure-bound.
Development administration is fundamentally proactive and change-oriented, making it the opposite of being rigid and procedure-bound. Key features of this field include a focus on inducing planned change, achieving specific goals, and being responsive to the needs of the community. Unlike traditional models that prioritize strict adherence to routine procedures, development administration seeks to foster innovation and build institutional capacity. This flexible and action-oriented approach is essential for managing the complex challenges of socio-economic progress and improving human welfare in transitional societies.

**144.** (B) Inseparable connection to political theory and normative values.
Dwight Waldo made a major contribution to public administration by highlighting that it is deeply intertwined with political theory and normative values. He challenged the idea that administration could be a value-free science, arguing that bureaucratic decisions always involve ethical choices that reflect societal goals. His work emphasized that administrative efficiency must also serve democratic and humanitarian purposes. By focusing on these underlying values, Waldo provided a more philosophical and context-aware understanding of the administrative process, emphasizing its role in supporting a just society.

NODIA

**145.** (B) Bureaucracy's hierarchical structure can speed up innovative decision-making.
While bureaucracy provides organizational stability, its rigid hierarchical structure often slows down, rather than speeds up, innovative decision-making. Hierarchies can lead to multiple layers of approval and a reliance on established rules that may stifle new ideas. Other aspects of bureaucracy, such as technical expertise and long-term planning, can be positive for development. However, the inherent tendency toward red tape and the risk of corruption remain significant challenges that can hinder the timely and effective implementation of national developmental goals and projects.

**146.** (A) Development is now seen as a collaborative effort involving NGOs, civil society, and the private sector, alongside the state.
The emergence of non-state actors signifies that development is no longer the exclusive responsibility of the national government. Instead, it is viewed as a collaborative effort involving NGOs, civil society organizations, and the private sector working alongside the state. This multi-actor model recognizes that solving complex social problems requires diverse resources and expertise. By involving non-state actors, development administration becomes more pluralistic, flexible, and capable of reaching a wider range of citizens, ultimately fostering more inclusive and sustainable national progress.

**147.** (C) Corporate Social Responsibility
When a company funds a local project, such as building a school, as part of its business policy, it is practicing corporate social responsibility. This reflects a commitment by the business to integrate social and environmental concerns into its operations. By voluntarily supporting community development, corporations contribute to the broader national progress and improve their relationship with stakeholders. This practice recognizes that long-term business success is linked to the welfare and sustainability

**122.** (A) Edward Weidner
Edward Weidner is the scholar famously associated with defining development administration as a goal-oriented process designed to achieve progressive social, economic, and political objectives. He argued that this field is uniquely focused on guiding organizations toward planned change and societal improvement. His work shifted the emphasis of the discipline from simple maintenance to a more proactive and action-oriented role in national development. By highlighting this strategic purpose, Weidner provided the theoretical foundation for using bureaucracy to transform and modernize developing nations.

**123.** (D) Sustainable Development and Anti-Development
Within the study of development, the concepts of sustainable development and anti-development are often viewed in opposition. Sustainable development seeks a balanced approach that integrates economic growth with social equity and environmental protection for long-term survival. In contrast, the anti-development thesis offers a fundamental critique of the mainstream development paradigm, viewing it as an imposition of harmful Western values. While one framework seeks to improve the development process, the other questions its very legitimacy and desirability, reflecting deeply conflicting global perspectives.

**124.** (B) A broader set of stakeholders, including employees, community, and the environment.
Corporate Social Responsibility represents the idea that businesses should be accountable to a wide range of stakeholders beyond their own shareholders. This includes considering the well-being of their employees, the needs of the local community, and the impact of their operations on the environment. By adopting ethical practices and supporting social initiatives, corporations can play a vital role in national development. This broader view of corporate purpose recognizes that long-term business success is linked to the welfare and sustainability of the entire society.

**125.** (B) B and D only
In Fred Riggs's typology, a diffracted society is a modern model characterized by functionally specific structures and universalistic norms. In these societies, each administrative institution has a clearly defined and specialized role, and recruitment is based on objective, achievement-oriented criteria. Features like functional diffusion, formalism, and ascription are associated with traditional or transitional societies. The diffracted model represents a high degree of organizational rationalization and social integration, allowing for the efficient management of complex developmental tasks through specialized and merit-based bureaucratic systems.

**126.** (D) The Behavioural Approach
The behavioural approach in public administration represents a significant shift from focusing on formal-legal structures toward analyzing the actual behavior of people within organizations. It seeks to understand the psychological motivations, attitudes, and informal interactions that influence administrative outcomes. By moving the focus from organizational positions to the people who fill them, this perspective provides a more realistic and nuanced view of how bureaucratic processes really function. This focus on human dynamics is essential for understanding decision-making and performance in any administration.

**127.** (A) Examining how the function of political socialization is performed by the administrative system in a country.
The structural-functional approach is primarily concerned with identifying the necessary functions for system survival and the structures that perform them. For instance, examining how a national administration contributes to political socialization—the process by which citizens learn about their political system—is a typical application of this approach. By focusing on how bureaucracy fulfills these broader societal roles, researchers can compare administrative systems across different cultures and understand how different institutional designs achieve similar essential functions for social and political stability.

**128.** (B) It shows that formal documents and laws may not reflect the reality of administrative practice.
Fred Riggs's concept of formalism presents a major challenge for comparative research by highlighting the gap between formal laws and

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**154.** (A) Balancing economic, social, and environmental needs for present and future generations.
The fundamental principle of sustainable development is to balance current economic, social, and environmental needs without jeopardizing the ability of future generations to meet their own requirements. This requires an integrated approach to planning that recognizes the interdependence of growth and resource conservation. By prioritizing inter-generational equity and responsible management of the earth's systems, sustainable development seeks to ensure that progress is both enduring and fair. This balanced vision is essential for long-term global stability and the well-being of all humanity.

**155.** (B) B and C only
Edward Weidner made a major contribution to development administration by emphasizing its goal-oriented and action-oriented nature. He focused on using the administrative system to implement programs designed specifically to achieve national developmental objectives, such as social and economic progress. His work moved the discipline toward a more proactive role in managing planned change, distinguishing it from traditional maintenance functions. By highlighting this strategic purpose, Weidner provided the theoretical foundation for understanding how bureaucracy can be effectively used to drive societal transformation and improve human welfare.

**156.** (B) Fred W. Riggs
Fred W. Riggs is the scholar who systematically introduced the concept of ecology into public administration literature. He argued that administrative systems must be understood in the context of their surrounding social, cultural, and political environment. His ecological approach shows how these external factors influence bureaucratic behavior and performance. By applying this lens, Riggs provided a more realistic and nuanced framework for comparing administrative systems across different nations, particularly in the developing world, where environmental variables often have a profound impact on organizational effectiveness.

**157.** (C) A tendency toward "red-tapism" and procedural delays.
A potential negative aspect of bureaucracy in the context of development is its inherent tendency toward "red-tapism" and significant procedural delays. The strict adherence to complex rules and multiple layers of approval can slow down the implementation of urgent projects and stifle administrative innovation. When following procedures becomes more important than achieving developmental results, the bureaucracy may become an obstacle to progress. These bottlenecks can hinder a nation's ability to respond quickly to societal needs, highlighting a major challenge in using traditional bureaucratic structures for development.

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**158.** (D) Emergence of non-state actors in development administration.
The growing role of international NGOs, corporations, and civil society organizations highlights the emergence of non-state actors as key players in development administration. This trend signifies that national development is no longer the sole responsibility of the state but is a collaborative effort involving diverse groups. These actors bring specialized expertise, funding, and flexibility to developmental projects, often reaching marginalized populations more effectively than government agencies alone. This multi-actor model represents a more pluralistic and inclusive approach to managing social and economic progress globally.

**159.** (A) Developing large infrastructure projects like highways or airports.
The public-private partnership model is frequently utilized for the development of large-scale infrastructure projects, such as highways, airports, and power plants. These collaborations allow governments to leverage private sector financial investment and technical efficiency to deliver essential public goods that require massive capital. By sharing the risks and operational responsibilities with private companies, the state can achieve developmental goals more rapidly and with greater innovation. This strategic arrangement is a central tool in modern development administration for meeting the growing infrastructure needs of societies.

life for their citizens. This multi-dimensional approach highlights that true national progress is achieved through improvements in human well-being and opportunity, rather than just economic growth.

**173.** (C) Modern administrative structures also perform many traditional, non-administrative functions.
In Fred Riggs's prismatic society model, overlapping refers to the phenomenon where modern administrative institutions exist but also perform many traditional, non-administrative roles. This means that formal government offices may be influenced by family loyalties, religious traditions, or personal patronage. This mix of modern titles and traditional practices creates a complex environment where bureaucratic actions are often driven by non-administrative factors. Understanding overlapping is essential for analyzing the unique challenges and behavioral patterns found in societies that are in transition from traditional to modern forms.

**174.** (D) A country's dominant religious values influencing laws on public holidays.
An example of the environment affecting public administration is when a society's dominant religious or cultural values shape government laws, such as those governing public holidays. This illustrates the core idea of the ecological approach, which argues that administrative systems are profoundly influenced by their social and cultural context. The bureaucracy must adapt its schedules and practices to align with these broader societal norms. By studying such interactions, researchers gain a deeper understanding of how external factors determine the structure and behavior of administrative systems in different nations.

**175.** (A) Both A and R are true and R is the correct explanation of A.
Development is inherently multi-dimensional because it involves much more than just economic growth or increases in gross domestic product. It encompasses significant social changes, political maturity, and the improvement of overall human capabilities and quality of life. This comprehensive view recognizes that true progress requires advancements in education, healthcare, and the protection of basic rights for all citizens. By addressing these diverse and interconnected factors, development administration seeks to transform entire societies into more equitable, capable, and sustainable entities for both the present and future.

**176.** (B) A strong federal structure with powerful states.
The administrative system of France is famously characterized by its centralized state tradition and does not have a federal structure with powerful independent states. Instead, it features a dual court system with the Conseil d'État and elite training institutions like the Grandes Écoles for its bureaucratic leaders. Power is concentrated at the national level, and the administration operates under a distinct body of administrative law. The absence of a strong federal structure is one of the most defining differences between the French and American administrative systems.

**177.** (B) Formalism
In Fred Riggs's prismatic model, formalism describes the gap between officially prescribed rules and the behavior effectively practiced by administrators. This means that while a country might have modern laws on paper, the actual daily operations are often influenced by traditional or personal factors that diverge from those rules. Formalism creates an environment where official procedures are frequently ignored or bypassed, leading to inconsistency and unpredictability in administration. Understanding this discrepancy is crucial for analyzing the real functioning of bureaucratic systems in transitional or prismatic societies.

**178.** (A) Planned change
The primary objective of development administration is the management of planned change to achieve national social and economic goals. Unlike traditional models that focus on routine maintenance and order, this field is proactive and transformative. It seeks to implement projects that drive societal progress and improve the quality of life for the population. By building institutional capacity and directing resources toward specific targets, development administration serves as a strategic instrument for national development and sustainable improvement in nations undergoing rapid transitions and growth.

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of wealth. This universal approach recognizes that sustainability is a shared responsibility that requires all nations to address environmental protection, social equity, and economic stability together, creating a more interconnected and comprehensive global progress framework.

**167.** (D) It offers an administrative framework for achieving national development goals, particularly in emerging nations.
The significance of development administration lies in its ability to provide a strategic and action-oriented framework for achieving national progress, especially in emerging and transitional nations. Unlike traditional models, this field is specifically designed to manage planned social and economic change. It seeks to build institutional capacity, foster innovation, and implement projects that improve human welfare. By focusing on goal achievement and societal transformation, development administration serves as a vital instrument for driving progress and managing the complex challenges of national growth.

**168.** (A) The inseparability of administrative action from political and ethical considerations.
Dwight Waldo's major contribution to administrative thought was his emphasis on the idea that bureaucratic actions are deeply intertwined with political and ethical values. He challenged the traditional politics-administration dichotomy, arguing that administrative decisions are never neutral and reflect normative choices about societal goals. His work highlighted that efficiency must be balanced with democratic and humanitarian purposes. By focusing on these underlying values, Waldo provided a more philosophical and context-aware understanding of the administrative process, emphasizing its crucial role in serving the public interest.

**169.** (C) To leverage private sector financial resources and operational efficiency for public good.
The primary rationale for promoting public-private partnerships in development administration is to leverage the significant financial capital and technical efficiency of the private sector for public benefit. Many governments lack the resources to manage massive infrastructure or service projects independently. By collaborating with private firms, the state can achieve developmental goals more rapidly and innovatively. These arrangements allow for shared risk and reward, helping to overcome bureaucratic constraints and ensuring that essential public goods are delivered more effectively for national progress and societal well-being.

**170.** (A) A, B, C, and D
The study of Comparative Public Administration utilizes several major approaches, each focusing on a different unit of analysis. The institutional approach focuses on formal-legal structures, while the behavioural approach examines human dynamics in organizations. The ecological approach, pioneered by Fred Riggs, looks at administration in its environmental context, and the structural-functional approach analyzes the functions performed by institutions. These perspectives are not mutually exclusive and often overlap, together providing a comprehensive and multi-dimensional framework for understanding administrative systems and behavior across diverse global contexts.

**171.** (D) Active participation of the community and beneficiaries of a program.
A social audit is most effective when it involves the active and direct participation of the community members and beneficiaries who are affected by a government program. This participatory process allows citizens to scrutinize how resources are used and evaluate the actual impact of projects on their lives. By involving the people on the ground, social audits promote transparency, accountability, and ethical performance. This empowerment of the public ensures that developmental initiatives are meeting their stated goals and are responsive to the real needs of society.

**172.** (B) Shift the focus of development economics from national income accounting to people-centered policies.
The Human Development Index was developed to move the focus of progress measurement away from simple economic indicators like national income. By integrating health, education, and standard of living, the index provides a more comprehensive and people-centered picture of a nation's development level. It encourages governments to prioritize policies that enhance human capabilities and the actual quality of

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of the society in which the company operates, benefiting both the business and the public.

**148.** (D) It involves the cross-cultural and cross-national study of public administration.
The scope of Comparative Public Administration is broad and focuses on the cross-cultural and cross-national study of administrative systems. It seeks to identify general patterns and regularities by comparing how different nations organize their bureaucracies and manage public programs. Unlike studies limited to a single country, this field is analytical and seeks to build theories that have global applicability. By examining administration in various environmental contexts, it provides a scientific basis for understanding the factors that influence administrative behavior and organizational effectiveness worldwide.

**149.** (C) The formal structures, rules, and legal mandates of government agencies.
The institutional approach to comparative studies focuses primarily on the formal organizational structures and the legal frameworks that govern public administration. Scholars using this perspective examine the constitutional mandates, official rules, and administrative laws that define the roles and responsibilities of government agencies. By comparing these formal arrangements across different nations, the institutional approach provides a clear understanding of the prescribed structure of governance. This lens is essential for analyzing how different legal systems shape administrative authority, hierarchy, and official lines of accountability.

**150.** (A) Both A and R are true and R is the correct explanation of A.
Fred Riggs's prismatic-sala model remains a powerful analytical tool because its core concepts, like formalism and overlapping, effectively explain the gap between administrative plans and actual performance in many societies. Formalism describes the disconnect between rules and reality, while overlapping shows how modern institutions are influenced by traditional values. These insights help researchers understand the unique environmental challenges faced by developing nations. By accounting for these ecological factors, the model provides a more realistic and nuanced framework for studying bureaucracy in transitional contexts.

**151.** (D) Ensuring that concepts and indicators have the same meaning and relevance across different cultures.
A major challenge in comparative research is achieving equivalence, which involves ensuring that the concepts and indicators used have the same meaning and relevance across different cultures. Terms and administrative practices that appear similar on the surface may function quite differently in another national context. Without this equivalence, comparisons can be misleading and theoretically unsound. Researchers must meticulously validate their concepts to ensure that they are accurately measuring the same phenomena in diverse environments, which is essential for building robust and generalized administrative theories.

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**152.** (A) France has a distinct body of administrative law (droit administratif), which is less formalized in the UK system.
A key contrast between the administrative systems of the UK and France is France's highly formalized and distinct body of administrative law, known as droit administratif. This system provides a specialized framework for governing the bureaucracy and is administered by a separate hierarchy of courts, headed by the Conseil d'État. In the UK, while administrative law exists, it is more integrated with the ordinary legal system and lacks the same level of institutional separation. This difference reflects their distinct constitutional traditions and centralized versus common-law approaches.

**153.** (C) An increase in social justice and equity.
A vital dimension of development that transcends mere economic growth is the promotion of social justice and equity. This involves ensuring that all citizens have fair access to resources, opportunities, and essential services, regardless of their background. While increased income is important, true development is achieved when the benefits of growth are distributed fairly and societal inequalities are reduced. By prioritizing equity, development administration aims to improve the overall well-being and capabilities of the entire population, creating a more just and inclusive society.

**179.** (C) pluralistic
The increasing involvement of NGOs, civil society organizations, and other non-state actors in developmental activities signifies a move toward a more pluralistic model of governance. This shift recognizes that the government is not the only actor capable of driving national progress. Instead, development is seen as a collaborative effort involving various sectors of society. By including diverse groups, administration can become more flexible, innovative, and responsive to the unique needs of local communities, reflecting a more inclusive and shared approach to societal welfare and development.

**180.** (D) A contract with a private firm to build, operate, and maintain a toll road.
A classic example of a public-private partnership is a contract where a private firm is hired by the government to build, operate, and maintain a toll road. This arrangement allows the state to leverage the private company's financial capital and technical efficiency for public infrastructure. Both the public and private sectors share the risks and rewards of the project. This collaborative model is a central tool in modern development administration, providing a way to deliver essential services and infrastructure more rapidly and effectively for national progress.

**181.** (C) They suggest that the dominant model of 'development' is a form of neocolonialism that destroys local cultures and economies.
The main critique of the anti-development school is that the mainstream, often Western-centric, paradigm of development acts as a form of neocolonialism. Critics argue that these projects impose foreign economic systems and values that destroy indigenous cultures and harm the environment. Instead of universal progress, this view sees development as a tool for global market integration that prioritizes the interests of powerful nations and corporations over local needs. This school advocates for more diverse and community-led approaches that respect local traditions and real human well-being.

**182.** (B) Public disclosure of information and findings.
A key component of any successful social audit is the public disclosure of all information and evaluation findings. Transparency is essential for ensuring that government programs are accountable to the citizens and stakeholders they are intended to serve. By making the results of the audit public, the community can see exactly how resources were managed and what impact the project had. This openness promotes ethical performance, helps identify mismanagement, and empowers the public to demand better services, creating a more responsive and accountable administrative system.

**183.** (D) The ways in which international norms and policies are adopted or resisted by national bureaucracies.
Globalization has increased the importance of studying how international norms and policies are adopted or resisted by national bureaucracies. As countries become more interconnected, administrative practices from one nation or global organization often influence others through a process of policy transfer. Understanding how national systems adapt to these external pressures is central to modern comparative research. By focusing on these global interactions, scholars can better analyze how national administrations navigate the challenges of globalization while maintaining their unique cultural and institutional identities in various contexts.

**184.** (A) Ministerial Responsibility
The administrative system of the United Kingdom is characterized by the vital constitutional convention of ministerial responsibility. This principle holds that government ministers are individually and collectively accountable to Parliament for the actions and policies of their respective departments. This ensures democratic oversight of the bureaucracy and provides a clear line of accountability for administrative performance. By having ministers answer for the civil service, the UK system maintains a balance between professional bureaucratic expertise and political responsibility to the elected representatives and the public.

**185.** (A) A, B, and D
Key features of development administration include being change-oriented, client-oriented, and goal-oriented. This field is specifically designed to transform society through the achievement of planned socio-economic objectives. It also prioritizes the needs of the citizens, or clients, to ensure that programs are

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to both their domestic population and the broader international community, reflecting a more globalized and standardized landscape of governance and developmental management.

**223.** (A) To encourage corporations to consider their impact on society and the environment, beyond just financial performance.
The fundamental purpose of Corporate Social Responsibility is to encourage businesses to integrate social and environmental concerns into their operations voluntarily. It emphasizes that a company's responsibilities extend beyond maximizing profit to addressing the well-being of its employees and the community. By adopting ethical practices and supporting social initiatives, corporations can contribute directly to national development and sustainable progress. This broader view of corporate purpose recognizes that long-term business success is linked to the welfare of the entire society, benefiting both the company and its diverse stakeholders.

**224.** (B) Social accountability and community monitoring.
A social audit is a mechanism of social accountability that involves the active participation of the community in monitoring government programs. Unlike traditional financial audits, it focuses on measuring the social impact and ethical performance of projects. By allowing citizens to scrutinize administrative actions and the use of public funds, it ensures that developmental goals are being met and that resources are managed transparently. This participatory process empowers the public and creates a direct link between bureaucratic performance and the real needs and welfare of the society being served.

**225.** (A) Both A and R are true and R is the correct explanation of A.
Bureaucracy is often viewed as a double-edged sword because it can be both a powerful engine for development and a significant obstacle to progress. While its capacity for rational planning and stability is essential for implementing complex projects, its tendency toward rigidity, corruption, and red tape can hinder timely and innovative action. The successful use of bureaucracy as an instrument of national progress depends on balancing these organizational strengths with the flexibility and accountability required to meet the evolving needs of society in a dynamic developmental context.

**226.** (A) A body of law that governs the actions of the administration and disputes between citizens and the state.
The concept of droit administratif is a fundamental feature of the French administrative system, representing a distinct body of law that specifically governs the conduct of public authorities. This legal framework is separate from ordinary civil law and is administered by specialized administrative courts, with the Conseil d'État at the top. This system is designed to provide expert oversight of the bureaucracy and ensure that government actions are legal and respect the rights of citizens against potential administrative abuse, reflecting France's unique and centralized state tradition.

**227.** (C) Diffracted
In Fred Riggs's typology, a diffracted society is a modern model characterized by universalism and a high degree of functional specificity. In such societies, each administrative institution has a clearly defined and specialized role, and recruitment is based on objective, merit-oriented criteria. This model reflects a high degree of organizational rationalization and social integration, allowing for the efficient management of complex societal tasks. The diffracted society represents the opposite of a traditional fused society, highlighting how rational-legal authority and specialized structures define the administrative systems of advanced, industrialized nations globally.

NODIA

**228.** (D) A more comprehensive and universal agenda integrating economic, social, and environmental dimensions.
The transition from the Millennium Development Goals to the Sustainable Development Goals represented a move toward a much more comprehensive and universal agenda. While the MDGs focused primarily on developing nations, the SDGs apply to all countries and integrate economic growth, social equity, and environmental protection into a single framework. This universal approach recognizes that sustainability is a shared global responsibility. By addressing these diverse and interconnected

dimensions, development administration seeks to transform entire societies into more equitable, capable, and sustainable entities that improve the quality of life for all citizens across all sectors of life.

**192.** (B) Sustainable Development
The concept of sustainable development is centered on meeting the needs of the current population without jeopardizing the ability of future generations to meet their own requirements. This requires an integrated approach to planning that balances economic growth with social justice and environmental protection. By prioritizing long-term inter-generational equity and responsible resource management, sustainable development seeks to ensure that human progress is both fair and enduring. This vision is essential for addressing global challenges like climate change while still improving the welfare of the world's diverse populations.

**193.** (B) Creating procedural bottlenecks that delay implementation.
A potential negative role of bureaucracy in development is its tendency to create procedural bottlenecks that significantly delay the implementation of projects. The reliance on complex rules and multiple layers of approval, often known as red tape, can slow down administrative action and stifle innovation. While bureaucracy provides stability and expertise, these bottlenecks can hinder a nation's ability to respond quickly to urgent societal needs. When following rules becomes more important than achieving developmental results, the bureaucracy may become an obstacle to the very progress it aims to manage.

**194.** (A) Corporate Social Responsibility
Corporate Social Responsibility is the concept that a business's responsibilities extend beyond just maximizing profit for its shareholders. It emphasizes that corporations should also consider their impact on society and the environment. By voluntarily adopting ethical practices and supporting social initiatives, such as education or environmental protection, businesses can contribute directly to national development. This broader view of corporate purpose recognizes that long-term success is linked to the welfare and sustainability of the entire society, benefiting both the company and the public it serves.

**195.** (A) 3, 2, 1, 4
The evolution of global development discourse has followed a distinct chronological path. It began with the rise of development administration post-WWII, followed by the Brundtland Commission's definition of sustainable development in the 1980s. Later, the Millennium Development Goals were adopted in 2000, and finally, the Sustainable Development Goals were established in 2015. This sequence reflects a long-term shift from state-led administrative focus toward integrated global targets that combine economic growth, social equity, and environmental protection in a more comprehensive and universal framework.

**196.** (D) It constantly interacts with and is influenced by its external environment.
In the ecological approach, viewing an administrative system as an 'open system' means that it constantly interacts with and is influenced by its external environment. This includes factors like the society's culture, economy, and political climate. The administration receives inputs from the environment, processes them, and produces outputs that in turn affect the surroundings. This continuous exchange highlights that bureaucracy does not exist in a vacuum. Understanding this interaction is essential for analyzing how administrative systems adapt to changes and perform in different national contexts.

**197.** (C) All of the above
A merit system for bureaucratic appointments is a salient feature of the modern administrative systems of the USA, UK, and France. In these countries, recruitment and promotion are based on objective criteria like examination results and professional performance rather than political loyalty or family background. While each nation has its own unique historical path, they have all adopted merit-based principles to ensure a professional, stable, and expert civil service. This commitment to merit is essential for maintaining the efficiency and neutrality of public administration in democratic societies.

**198.** (D) Statement I is false, but Statement II is true.
Development administration is not synonymous with traditional public administration;

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instead, it is a specialized field focused on the administration of planned change to achieve national developmental goals. Unlike traditional models that prioritize routine maintenance and order, this field is proactive, action-oriented, and transformative. It seeks to build institutional capacity and implement projects that drive socio-economic progress. While both involve managing government functions, development administration's strategic focus on inducing societal improvement and managing transformation distinguishes it as a unique and dynamic academic and practical discipline.

**199.** (D) A community-based organization (CBO).
A community-based organization is a classic example of a non-state actor in development administration. These organizations operate independently of the government and are often more flexible and responsive to the needs of local populations. By participating in developmental projects, CBOs help fill gaps in public services and ensure that programs are tailored to the community's real requirements. Their involvement reflects a more pluralistic and inclusive approach to progress, where the state and civil society collaborate to improve social welfare and build national capacity from the grassroots.

**200.** (A) Both A and R are true and R is the correct explanation of A.
A social audit is a powerful tool for enhancing transparency and accountability because it directly empowers the community and beneficiaries of a program. By allowing citizens to scrutinize the implementation and performance of projects, it ensures that resources are managed ethically and developmental goals are met. This participatory process provides a direct check on the bureaucracy and helps prevent corruption and mismanagement. By involving the people most affected, social audits create a more responsive and accountable administration that is better aligned with society's needs.

**201.** (C) He developed the concepts of 'fused', 'prismatic', and 'diffracted' societies to analyze administrative environments.
Fred Riggs made a significant contribution to administrative theory by developing the concepts of fused, prismatic, and diffracted societies. These models provide a framework for analyzing how different societal contexts influence bureaucratic behavior. He argued that administrative practices are not universally applicable and must be understood in their ecological context. His analysis of prismatic societies was particularly influential in explaining the unique challenges faced by transitional nations. By focusing on these environmental factors, Riggs offered a more realistic and nuanced approach to comparative administrative studies across diverse nations.

**202.** (A) The Systems Approach
The systems approach in comparative studies analyzes administration in terms of its inputs, conversion processes, outputs, and feedback mechanisms. It views an administrative organization as an open system that continuously interacts with its environment to achieve goals and maintain stability. This framework emphasizes how resources and public demands are transformed into policies and services through internal bureaucratic processes. By examining these interconnected components, the approach offers a comprehensive and dynamic understanding of how administrative systems function and adapt to external changes in various national and cultural contexts.

**203.** (D) The principle of parliamentary sovereignty.
A salient feature of the United Kingdom's administrative system is the foundational principle of parliamentary sovereignty. This means that Parliament has the supreme legal authority to create or end any law, and the administration must operate within the framework established by the legislature. This principle is supported by the convention of ministerial responsibility, where government ministers are accountable to Parliament for the actions of their departments. This structure ensures democratic oversight of the bureaucracy and reflects the unique constitutional and political tradition of the British system.

**204.** (B) To implement policies and programs that lead to socio-economic development.
A key objective of development administration is to successfully implement national policies and programs that drive social and economic growth. Unlike traditional models that focus on routine maintenance and order, this field is proactive

NODIA

and goal-driven. It seeks to improve human welfare and national capacity through the active management of planned change and innovation. By directing bureaucratic resources toward specific developmental targets, the field serves as a strategic instrument for achieving societal improvement and sustainable progress in nations undergoing rapid transitions and growth.

**205.** (B) B, C, and D
Globalization has significantly impacted development administration by fostering the rise of non-state actors and promoting universal standards of governance and transparency. It has also increased the relevance of public-private partnerships as a mechanism for shared investment and expertise in national projects. These trends encourage more pluralistic and collaborative efforts to achieve global developmental goals. While globalization presents challenges, it also provides new opportunities for administrative reform and the flow of capital and ideas that can aid in achieving long-term sustainability and equitable growth across different nations.

**206.** (D) A high level of military security.
The Human Development Index is specifically designed to provide a more comprehensive measure of human well-being by focusing on health, education, and standard of living. It includes indicators for life expectancy, expected and mean years of schooling, and gross national income per capita. This multi-dimensional approach moves away from narrow military or economic indicators to prioritize the actual quality of life and capabilities of individuals. By tracking these factors, the index encourages national policies that focus on human-centered progress rather than just industrial or military power.

**207.** (A) Focus on the social impact and accountability to stakeholders, not just financial transactions.
A social audit differs from a traditional financial audit by prioritizing the social impact and ethical performance of a program rather than just checking financial records. It seeks to enhance accountability to all stakeholders, especially the community, by involving them in the evaluation process. This participatory mechanism promotes transparency and ensures that resources are used effectively to meet societal needs. By focusing on qualitative outcomes and social responsibility, social audits provide a more holistic assessment of administrative performance and its actual contribution to national development.

**208.** (B) Destructive to local cultures, environments, and livelihoods.
The anti-development thesis questions mainstream development models, arguing that they can be destructive to local cultures, ecosystems, and traditional livelihoods. Critics claim that imposing Western economic systems on non-Western societies often leads to social displacement and a loss of indigenous knowledge. This perspective views development as a tool for global market integration that prioritizes the interests of powerful nations and corporations over the real needs of the affected population. It advocates for more diverse, community-led approaches that respect local traditions and promote sustainable human well-being.

**209.** (B) Highlighting the specific administrative problems of transitional societies.
Fred Riggs contributed significantly to the study of development administration by highlighting the unique challenges found in transitional or prismatic societies. He introduced the ecological model to show how traditional values and modern administrative structures interact, leading to problems like formalism and overlapping. By focusing on these environmental factors, his work provided a more realistic understanding of why Western administrative techniques often produce different results in the developing world. His theories remain essential for analyzing bureaucratic behavior in nations undergoing rapid social and economic change globally.

**210.** (A) He emphasized its change-oriented and goal-driven nature.
Edward Weidner's primary contribution to development administration was his articulation of its fundamentally change-oriented and goal-driven nature. He defined the field as a process of guiding organizations toward achieving progressive social, economic, and political objectives. This perspective moved the discipline away from traditional maintenance functions toward a more proactive role in managing planned societal transformation. By highlighting

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responsive and effective. Unlike traditional models that are static and resistant to innovation, development administration is proactive and flexible. These features together provide a framework for using the administrative system as a strategic instrument to improve human welfare and national capacity in various developmental contexts.

**186.** (A) To develop general theories of public administration that can be applied in different contexts.
A primary goal of Comparative Public Administration is to identify regularities and general patterns that can lead to the development of generalized theories of administration. By comparing how different nations organize and manage their bureaucracies, scholars can move beyond narrow, culture-bound studies. This cross-cultural analysis allows researchers to build a more scientific understanding of administrative behavior and effectiveness. Ultimately, the field seeks to find principles that have broader applicability while also acknowledging the significant role that unique environmental factors play in shaping each system.

**187.** (D) The informal and psychological aspects of organizational life.
The behavioural approach in public administration prioritizes the study of informal and psychological aspects of organizational life over formal structures. It seeks to understand how the attitudes, motivations, and interactions of individuals and groups shape administrative outcomes. By focusing on human behavior, this perspective provides a more realistic understanding of how decisions are made and how bureaucracy functions in practice. This shift from formal legal rules to personal and group dynamics allows researchers to analyze the "human side" of administration and its impact on performance.

**188.** (B) Fused
Fred Riggs describes a fused society as a traditional and agrarian model characterized by functionally diffuse structures and ascriptive norms. In these societies, a single institution often performs a wide range of social, political, and administrative roles, and social status is based on inherited factors like family or rank. This model represents a low degree of specialization and rationalization, reflecting a simpler societal structure. The fused society is the opposite of the modern diffracted society, where institutions are highly specialized and guided by universalistic and merit-based standards.

**189.** (C) The problem of conceptual equivalence.
The fact that concepts like 'corruption' can be viewed differently across cultures illustrates the significant problem of conceptual equivalence in comparative research. Terms that seem clear in one country may have a different meaning or moral weight in another. Achieving equivalence is essential for ensuring that researchers are accurately comparing the same administrative phenomena across diverse nations. Without it, cross-national studies can lead to biased or incorrect conclusions. Scholars must meticulously validate their concepts to ensure they are culturally sensitive and theoretically sound for objective analysis.

**190.** (B) P-4, Q-3, R-2, S-1
Several terms represent key strategies and measures in modern development administration. A social audit is a participatory mechanism for community-based monitoring. Corporate social responsibility refers to a business's contribution to broader societal and environmental goals. The Human Development Index provides a multi-dimensional composite measure of national health, education, and income. Finally, public-private partnerships involve collaborations between the state and private entities for infrastructure and services. These tools and concepts together provide a comprehensive framework for managing progress and ensuring accountability in various developmental contexts globally.

**191.** (A) Economic, social, political, and cultural aspects.
Development is considered multi-dimensional because it encompasses a wide range of social, economic, political, and cultural aspects. True progress involves not only economic growth but also improvements in social equity, political stability, and the preservation of cultural identity. This comprehensive view recognizes that human well-being is influenced by diverse and interconnected factors. By addressing all these

NODIA

**217.** (B) Multiple, often conflicting, sets of norms (e.g., traditional, rational-legal).
In Fred Riggs's prismatic model, poly-normativism refers to the simultaneous co-existence of multiple and often conflicting sets of social and administrative norms. In these transitional environments, traditional values frequently clash with modern, rational-legal standards. This means that individuals may follow family loyalties in one context while trying to adhere to formal office rules in another. The resulting lack of a single, unified social code leads to inconsistency in bureaucratic behavior and complicates the implementation of modern governance, as conflicting expectations from different social eras interact within the administration.

**218.** (A) Analytical, cross-cultural, and theory-oriented.
The nature of Comparative Public Administration is best described as analytical, cross-cultural, and theory-oriented. It seeks to go beyond descriptive accounts of single nations to identify general patterns and regularities across diverse administrative systems. By comparing different nations, the field builds broader theories that possess global applicability while also acknowledging the importance of local environmental contexts. This scientific and analytical approach provides a more comprehensive and nuanced understanding of administrative behavior, organizational effectiveness, and the factors that influence bureaucratic performance in various national and cultural settings across the world.

**219.** (D) United States of America
The administrative system of the United States is uniquely characterized by federalism and a strong constitutional separation of powers. This division of authority between the national and state governments, and among the executive, legislative, and judicial branches, leads to a complex and fragmented landscape of numerous agencies. Unlike more centralized unitary systems, the American model emphasizes checks and balances and features independent regulatory commissions with distinct jurisdictions. These salient features reflect the nation's political tradition and its pluralistic approach to managing the various functions and responsibilities of public administration.

**220.** (B) P-3, Q-1, R-4, S-2
Different approaches to Comparative Public Administration use distinct units of analysis to understand bureaucracy. The institutional approach focuses on formal-legal structures and constitutions. The behavioural approach examines the individual administrator and small groups within organizations. The structural-functional approach analyzes the functions necessary for the maintenance of the administrative system. Finally, the ecological approach studies the interaction between the administration and its surrounding environment. Together, these diverse perspectives provide a multi-dimensional and comprehensive framework for analyzing and comparing administrative systems and behaviors across various national and cultural contexts.

**221.** (C) Positive change in social and human terms, not just economic or technical ones.
Development is distinct from modernization in its emphasis on holistic and positive change in human and social terms, rather than just economic or technological growth. While modernization often focuses on adopting urban lifestyles and advanced technology, development is a broader concept that includes social justice, equity, and the improvement of overall human capabilities. A nation may modernize its infrastructure while still lagging in development if its citizens lack access to healthcare or basic rights. Development seeks a more inclusive and sustainable vision of progress for all society members.

**222.** (D) It has increased pressure on national administrations to conform to global standards of efficiency and accountability.
Globalization has significantly impacted development administration by pressuring national governments to adopt global standards of efficiency, transparency, and accountability. International organizations and global markets often require bureaucracies to conform to specific indicators to ensure effective management and ethical performance. This trend toward universal benchmarks encourages administrative reforms and the adoption of global best practices. As a result, national administrations are increasingly interconnected and responsible

NODIA

this strategic purpose, Weidner provided the theoretical foundation for using bureaucracy as an instrument for driving national development and improving human welfare in transitional societies across the world.

**211.** (C) Overlapping
In Fred Riggs's prismatic society model, overlapping describes the situation where modern administrative structures and titles co-exist with traditional social functions. This means that although a formal bureaucratic office exists, its operations are often influenced by non-administrative factors like family loyalties or traditional social status. This mix of modern and traditional roles creates a complex environment where official duties are frequently intertwined with older social patterns. Understanding overlapping is essential for analyzing the unique challenges and behavioral patterns found in bureaucratic systems that are in transition from traditional to modern forms.

**212.** (D) Both A and B
The study of public administration and its interaction with the environment is a central theme of both the ecological approach and the systems approach. The ecological approach, pioneered by Fred Riggs, focuses on how social and cultural factors shape bureaucracy. The systems approach views administration as an open system that receives inputs from and produces outputs for its surroundings. Both perspectives recognize that administration does not exist in a vacuum. Together, they provide a multi-dimensional framework for understanding how bureaucratic systems adapt to and perform within their unique national contexts.

**213.** (C) Japan
The Japanese administrative system is characterized by a unique and historically close relationship between elite bureaucrats, the ruling political party, and major industrial leaders, a network often called the 'iron triangle.' This collaboration was essential for directing the nation's rapid economic development through coordinated policy efforts and long-term planning. Unlike the more adversarial or strictly separate models found in other nations, the Japanese approach emphasizes consensus-building and a shared commitment to national economic success. This partnership defines the distinct identity and performance of the Japanese bureaucratic model.

**214.** (C) Statement I is true, but Statement II is false.
The Sustainable Development Goals are a comprehensive set of 17 targets intended to be achieved by all nations by the year 2030. Contrary to the idea that they ignore social and economic issues, the SDGs specifically integrate economic growth, social equity, and environmental protection into a single framework. They address a wide range of global challenges, from poverty and hunger to climate change and peace. By involving all sectors of progress, the SDGs provide a holistic and universal blueprint for a more sustainable and equitable future for all humanity.

**215.** (B) B, C, and D
Key features of development administration include being change-oriented, goal-oriented, and client-oriented. This field is specifically designed to manage planned social and economic transformation by achieving national developmental targets. It also prioritizes the needs of the public, or clients, to ensure that programs are responsive and effective. Unlike traditional models that are often static and resistant to change, development administration is proactive and innovative. These features together provide an essential framework for using the administrative system as a strategic instrument to drive societal progress and improve human capabilities worldwide.

**216.** (A) Tendency to view and judge other cultures based on the standards of one's own culture.
Ethnocentrism is a significant challenge in comparative research, as it leads scholars to judge other administrative systems based solely on the values and standards of their own culture. This bias can cause a misunderstanding of local practices and an incorrect assumption that one's own model is inherently superior. Overcoming ethnocentrism requires a more neutral and context-aware perspective, recognizing that administrative behavior must be understood within its own unique social and historical environment. Scientific comparative analysis depends on moving beyond such biases to achieve more objective and globally valid administrative theories.

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dimensions together, the SDGs provide a more holistic blueprint for a sustainable and equitable future for all of humanity.

**229.** (C) Administration is deeply embedded in political theory and normative choices.
Dwight Waldo's major contribution to public administration was his argument that bureaucracy is deeply embedded in political theory and normative choices. He challenged the idea that administration could be a value-free science, asserting that bureaucratic decisions involve ethical choices that reflect a society's goals. His work highlighted that efficiency cannot be the only objective; it must also serve democratic and humanitarian purposes. By focusing on these underlying values, Waldo provided a more philosophical and context-aware understanding of the administrative process, emphasizing its crucial role in supporting a just and democratic society.

**230.** (B) It aims to find a single, universally applicable model of administration.
Comparative Public Administration is an analytical field that recognizes the profound influence of the environment on bureaucratic systems and helps in understanding context-specific practices. It aims to build and test theories with broader applicability while providing insights for administrative reform. Contrary to the idea of finding a one-size-fits-all model, the field acknowledges that there is no single, universally applicable model of administration. Instead, it seeks to identify patterns and regularities while accounting for the significant cultural and political factors that cause administrative behavior to vary across different national contexts globally.

**231.** (D) The decision-making processes and motivations of bureaucrats.
The behavioural approach in comparative studies focuses on analyzing the actual decision-making processes and psychological motivations of individual bureaucrats. It shifts the emphasis away from formal-legal structures and constitutional rules toward understanding the human dynamics that shape administrative outcomes. By examining the attitudes, group interactions, and personal values of those within the organization, this perspective provides a more realistic view of how bureaucracy functions in practice. This focus on human behavior is essential for gaining a deeper insight into organizational performance and the informal realities of administration in any national context.

**232.** (A) Heterogeneity and formalism.
A key feature of the prismatic society model, as identified by Fred Riggs, is the presence of both heterogeneity and formalism. Heterogeneity refers to the simultaneous existence of modern and traditional systems within the same society. Formalism describes the disconnect between officially prescribed rules and the actual behavior of administrators. These traits reflect the transitional nature of prismatic societies, where modern institutions co-exist with traditional social patterns. Understanding these characteristics is essential for analyzing the unique challenges and behavioral patterns found in administrative systems undergoing rapid social and economic change in the developing world.

NODIA

**233.** (C) It is proactive and seeks to guide social change.
A primary feature of development administration is its proactive and action-oriented nature, as it is specifically designed to manage and guide planned social change. Unlike traditional models that focus on routine maintenance and order, this field is goal-driven and transformative. It seeks to build institutional capacity and implement projects that drive socio-economic progress and improve the quality of life for the population. By directing bureaucratic resources toward national developmental targets, the field serves as a strategic instrument for achieving societal improvement and sustainable progress in nations undergoing rapid growth.

**234.** (A) National government ministries.
In the context of development administration, the term 'non-state actor' typically refers to organizations that operate independently of the national government, such as international NGOs, community-based organizations, and multinational corporations. National government ministries are the core state actors and are therefore excluded from this category. Non-state actors play a significant role in modern development by filling gaps in public services and providing flexible, specialized support. Their

participation reflects a more pluralistic approach where the state and civil society collaborate to manage social and economic progress and improve human welfare.

**235.** (D) A, B, C, and D
Development is a holistic and multi-dimensional process that encompasses economic growth, social equity, political participation, and environmental sustainability. True progress requires advancements in all these interconnected areas to improve the overall quality of human life and societal capacity. While economic indicators are important, they must be balanced with social justice, democratic engagement, and responsible management of the earth's natural systems. By addressing these diverse dimensions together, development administration seeks to transform entire societies into more equitable, capable, and sustainable entities for both the present and future generations.

**236.** (B) Fred Riggs
The concept of the 'Sala' model is associated with the scholar Fred Riggs, who developed it as part of his prismatic society typology. The Sala represents the administrative sub-system of a transitional society, characterized by unique features like formalism and overlapping. In the Sala model, bureaucratic behavior is often influenced by non-administrative factors, such as family loyalties or traditional social status. Riggs's work provided a powerful framework for understanding why Western administrative techniques often produce different results in developing nations due to these complex environmental and ecological variables.

**237.** (C) Combine the strengths of the public and private sectors to deliver public services.
Public-private partnerships are strategic mechanisms designed to combine the public sector's oversight and goal-setting with the private sector's financial capital and operational efficiency for the delivery of public services. These collaborations allow governments to achieve developmental goals, such as large-scale infrastructure projects, more rapidly and innovatively than purely state-funded initiatives. By sharing both the risks and the rewards, these partnerships help overcome bureaucratic constraints and ensure that essential public goods, like transportation and healthcare, are delivered more effectively for national progress and societal well-being in diverse contexts.

**238.** (D) Provides a broader, more holistic view of a country's development level than just income.
The Human Development Index is an essential tool because it provides a much broader and more holistic view of national progress than simple income indicators. By integrating health, education, and standard of living, the index gives a more comprehensive picture of human well-being and capability. It encourages policymakers to focus on initiatives that improve the actual quality of life for their citizens, such as increasing access to schooling and healthcare. This multi-dimensional approach highlights that true development involves enhancing human potential and opportunity, rather than just increasing financial wealth.

**239.** (A) Social Audit
The process where citizens examine government records to monitor the progress and quality of development work in their local area is a form of social audit. This participatory mechanism promotes transparency and ensures that the administration is accountable to the people it serves. By involving the public in the evaluation process, social audits help identify mismanagement, prevent corruption, and ensure that developmental resources are used effectively to meet the community's real needs. This empowerment of the public creates a more responsive and accountable administrative system for national progress.

**240.** (B) Germany
In the primary study of comparative administrative systems, scholars typically focus on the distinct models of the UK, USA, France, and often Japan, due to their unique and influential constitutional frameworks. Germany, while important, is not always included as one of the core comparative examples alongside these four in standard introductory administrative literature. Each of the core nations represents a classic model, such as the Whitehall system or the system of specialized administrative law. Comparing these nations allows researchers to analyze diverse approaches to bureaucracy, separation of powers, and state-business relations.

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**241.** (B) What key functions a system must perform and which structures perform them.
The structural-functional approach is concerned with identifying the essential functions necessary for the maintenance and survival of a social or administrative system. It analyzes the various structures within a bureaucracy to understand how they fulfill these required roles. This perspective allows researchers to compare different administrative systems by looking at how they organize their institutions to achieve common goals. By focusing on functions and institutional designs, the approach provides a systematic way to analyze organizational effectiveness and stability across diverse national and cultural contexts in a scientific manner.

**242.** (A) The concept of 'governance' as opposed to just 'government'.
Globalization has significantly influenced comparative studies by shifting the focus toward the broader concept of 'governance,' which involves collaboration between the state, private sector, and non-state actors. Unlike the traditional focus on 'government' as a single entity, governance recognizes the complex multi-actor networks that manage society today. This shift reflects the interconnectedness of modern administration and the growing role of international standards and policy transfer. By examining these diverse governance models, researchers gain a more comprehensive understanding of how administration functions in a globalized and pluralistic world.

**243.** (C) The interaction between the administrative system and its social, cultural, and economic setting.
The ecology of administration refers to the study of the inseparable link and interaction between an administrative system and its surrounding environment. This includes factors like the society's culture, economy, political history, and geographical context. This perspective argues that bureaucratic behavior and organizational performance are profoundly shaped by these external variables. By understanding this ecological relationship, scholars can analyze why certain administrative practices succeed in one nation but fail in another. This context-aware framework is essential for building realistic and globally applicable theories of public administration across diverse national settings.

**244.** (D) Change, innovation, and goal achievement.
A fundamental difference between development administration and traditional models is its strong emphasis on change, innovation, and the achievement of specific goals. Unlike traditional public administration, which often prioritizes routine maintenance and order, development administration is proactive and transformative. it seeks to induce and manage social and economic progress through innovative projects and improved institutional capacity. This action-oriented and forward-looking nature makes it a strategic instrument for driving national development and improving human welfare in transitional societies that face complex and rapidly evolving challenges.

NODIA

**245.** (C) Dwight Waldo - Value-free Public Administration
The pair identifying Dwight Waldo with value-free public administration is incorrectly matched. In fact, Waldo was a prominent scholar who famously argued that administration is deeply intertwined with political theory and normative values, rather than being value-free. He challenged the politics-administration dichotomy, emphasizing that bureaucratic decisions involve ethical choices. The other pairs are correct: Fred Riggs pioneered the ecological approach, Edward Weidner focused on goal-oriented development administration, and the UN established the Sustainable Development Goals as a universal framework for progress and environmental protection globally.

**246.** (B) Co-exist with, but also take on the functions of, older, traditional institutions.
In Fred Riggs's prismatic model, the concept of overlapping suggests that newly established modern administrative institutions do not immediately replace traditional ones. Instead, they co-exist with and often take on many of the traditional, non-administrative functions of older social structures. This means that formal government offices may be influenced by family loyalties or religious practices. This mix of modern and traditional roles creates a complex environment where bureaucratic actions are frequently intertwined with older social patterns.

**262.** (B) A wide gap between what is formally prescribed and what is actually practiced.
Developing nations often experience a significant discrepancy between formal rules and actual practices. This phenomenon involves prescribed norms that are not followed in daily administration. For instance, laws may exist on paper but are ignored or bypassed in reality. This gap is a core characteristic of transitional societies. It highlights the tension between modern legal frameworks and traditional behaviors.

**263.** (C) the influence of traditional values leading to nepotism and corruption.
The administrative sub-system in transitional societies often experiences a clash between universalistic modern norms and particularistic traditional values. This conflict frequently leads to practices such as nepotism and corruption. While formal modern structures exist, they are heavily influenced by traditional social pressures. This results in an administrative environment where personal relationships often take precedence over official rules and merit-based procedures.

**264.** (D) Heterogeneity.
Transitional societies are characterized by the simultaneous existence of modern and traditional systems. This results in urban centers with modern norms operating alongside rural villages that follow traditional practices. This state of being varied and diverse within a single society is fundamental to understanding development challenges. It creates a complex environment where different values and structures must coexist, often causing administrative friction.

**265.** (A) modern administrative agencies in developing countries may be influenced by family and kinship ties.
Even when new specialized structures like modern bureaucracies are created, older undifferentiated structures continue to exert influence. Traditional groups like family or religious organizations often perform or interfere with the functions of modern agencies. This phenomenon explains why personal and kinship ties remain significant in modern administrative settings. It highlights the persistence of traditional social structures within a developing society.

**266.** (B) The analysis of a foreign administrative system through the lens of one's own cultural values.
Researchers often unconsciously impose their own cultural standards and concepts onto foreign systems. This bias occurs when the values of one's own culture are used as the universal benchmark for evaluation. Such a perspective leads to inaccurate or distorted analyses of diverse administrative behaviors. Overcoming this hurdle is essential for developing objective theories that are applicable across different national contexts.

**267.** (B) Because of variations in terminology, collection methods, and transparency across nations.
Conducting like-for-like comparisons is difficult because countries use different administrative terminologies and data collection methods. Furthermore, levels of transparency vary widely, affecting the availability of information. These discrepancies make it challenging for researchers to find data that is truly comparable. Without consistent and reliable information, drawing accurate conclusions about administrative phenomena across different countries remains a significant methodological hurdle.

**268.** (A) the formulation of universally applicable theories.
Administrative structures and practices are deeply embedded in their unique historical, political, and cultural settings. Because these phenomena are so context-bound, they cannot be easily separated from their local environments. This specificity makes it extremely challenging to create theories that apply across all nations. Understanding the distinct background of each system is necessary for accurate and meaningful comparative research.

**269.** (C) It has introduced both convergent trends and new comparative challenges related to global issues.
The rapid flow of ideas and technology has encouraged many countries to adopt similar administrative models. This trend toward convergence is balanced by new complexities. Globalization has highlighted differences in how nations handle global crises like climate change or pandemics. Consequently, the field

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practical application. It facilitates theory-building by providing a broader database for testing hypotheses about administrative phenomena. Simultaneously, it allows nations to learn from the experiences of others. This exchange of knowledge fosters administrative innovation and reform. Both elements are essential for improving global administrative systems.

**254.** (D) Restricts the study to a single cultural context, limiting theoretical generalizability.
Studying public administration through a narrow lens limits the development of theories that can be applied across different nations. An ethnocentric approach focuses only on a single cultural context, making it parochial. This prevents the identification of patterns that exist globally. To develop robust and scientifically grounded theories, researchers must move beyond these limitations and engage in comparative analysis.

**255.** (C) Empirical and analytical.
The nature of this field is characterized as scientific because it seeks to identify patterns, similarities, and differences in administrative behaviours. It uses empirical evidence from diverse social and political settings to test hypotheses. By analyzing administrative structures and functions across countries, it moves beyond mere description. This analytical focus allows for a deeper understanding of how administration works globally.

**256.** (B) The Institutional approach.
The traditional institutional framework concentrates on the formal and legal aspects of government agencies. It involves meticulous comparison of constitutions, legal codes, and formal organizational charts. This perspective prioritizes the study of the official structure and rules of an organization. While it provides a clear picture of formal arrangements, it often overlooks human behavior and external environmental influences.

**257.** (D) The Behavioural approach.
This perspective shifts the analytical focus to the actual behavior of individuals and groups within an organization. It seeks to understand the psychological and social factors that influence performance and decision-making. By examining why civil servants act in certain ways, researchers can explain productivity differences. This approach moves beyond formal rules to explore the human element in administrative systems.

**258.** (A) the interaction between administration and its external context.
This framework emphasizes the intricate relationship between an administrative system and its external environment. It posits that administration cannot be understood in isolation from economic, social, political, and cultural factors. The environment continuously shapes administrative structures and their outcomes. This perspective is essential for explaining why identical administrative models produce different results when implemented in various national or local contexts.

**259.** (C) It analyzes what a structure does (its function) rather than just its formal design.
While the institutional approach focuses on formal organizational charts and legal codes, this framework examines the actual functions performed by structures. It seeks to identify how administrative entities help maintain the broader social system. This perspective asks what a structure does rather than just what it is. It provides a more dynamic understanding of the role of administration.

**260.** (A) a dynamic entity with interdependent parts interacting with its environment.
This approach views an organization as a complex entity composed of interrelated parts like inputs, processes, and outputs. It emphasizes that these parts are interdependent and constantly interact with the external environment to achieve specific goals. This perspective treats administration as a dynamic system. Feedback loops are crucial for adapting to environmental changes and ensuring the organization achieves its intended objectives.

**261.** (D) a fused society.
In traditional or agrarian societies, a single structure or a few structures typically perform a wide range of functions. These functions may include political, economic, and religious roles. This lack of specialization defines the fused model. In such settings, administrative, judicial, and social duties are not separated into specialized departments. This represents the starting point on the societal development continuum.

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(A) Liberalization
(B) Globalization
(C) Privatization
(D) Modernization

**10.** Match the items in List I with those in List II and select the correct answer using the codes given below.
List I: (Policy Concept)
P. Liberalization
Q. Privatization
R. Globalization
S. Mixed Economy
List II: (Core Idea)
1. Co-existence of public and private sectors
2. Integration with the world economy
3. Reduction of state control and licenses
4. Transfer of ownership to private hands
Code:
(A) P-3, Q-4, R-2, S-1
(B) P-1, Q-2, R-3, S-4
(C) P-3, Q-1, R-4, S-2
(D) P-4, Q-3, R-1, S-2

**11.** What is the most fundamental purpose of a government budget?
(A) To exclusively document the specific previous year's economic failures.
(B) To determine the precise annual salaries of government employees only.
(C) To serve as a political manifesto that lacks financial implications.
(D) To present a financial plan of estimated revenue and expenditure.

**12.** The problem of balancing 'Accountability and Autonomy' is a significant challenge primarily associated with the management of:
(A) Private Corporations
(B) Public Enterprises
(C) Non-Profit Organizations
(D) International Agencies

**13.** Which of the following is a key aspect of 'Government in Business'?
(A) The regulation of private sector advertising.
(B) The establishment of consumer courts.
(C) The concept, growth, and forms of Public Enterprises.
(D) The conduct of international diplomacy.

**14.** Which of the following correctly identifies a principle of taxation?
(A) Regressive taxation
(B) Degressive taxation
(C) Indirect taxation
(D) Progressive taxation

**15.** The following question consists of two statements, one labeled as Assertion (A) and the other as Reason (R). Examine these two statements carefully and select the correct answer.
**Assertion (A) :** The New Economic Policy of 1991 represented a paradigm shift in India's economic management.
**Reason (R) :** The policy was a response to a severe balance of payments crisis and aimed to move towards a more market-oriented economy.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**16.** The concept of integrating the domestic economy with the global economy is best termed as:
(A) Privatization
(B) Globalization
(C) Liberalization
(D) Nationalization

**17.** Which of the following is NOT a recognized type of budget?
(A) Performance Budget
(B) Surplus Budget
(C) Zero-Based Budget
(D) Gender Budget

**18.** The budgetary process in financial administration involves three distinct stages. Which of the following represents the correct sequence?
(A) Preparation, Enactment, Execution
(B) Enactment, Execution, Preparation
(C) Execution, Preparation, Enactment
(D) Preparation, Review, Approval

**19.** Which body is primarily responsible for ensuring financial control on behalf of the legislature in India?

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must now address both these similarities and the exacerbating effects of administrative differences in an interconnected world.

**270.** (D) The context-bound nature of administration.
Administrative reforms often succeed in one country but fail in another due to unique internal factors. These factors include the political culture, historical traditions, and social values specific to each nation. This demonstrates that administrative practices are not easily transferable across different settings. Effective research must account for the specific context in which a system operates to understand these varying outcomes.

**271.** (C) France.
The administrative system in France is notable for its high degree of centralization and the powerful role of the state. A key feature is a specific council that serves as a legal advisor to the government. This body also functions as the supreme court for administrative justice. Additionally, the bureaucracy is led by elite graduates from specialized schools known as grands corps.

**272.** (B) a politically neutral and permanent civil service.
The administrative system of the United Kingdom is characterized by a parliamentary executive and a strong tradition of bureaucratic neutrality. Civil servants remain in their positions permanently, regardless of which political party is in power. They are expected to serve the government of the day without political bias. The principle of ministerial responsibility ensures accountability within this stable and permanent framework.

**273.** (D) Separation of powers and legislative oversight.
The administrative system in the United States is primarily defined by the separation of powers within a presidential framework. This structure creates complex relationships between the executive branch and the legislature. Congress exercises significant oversight over the federal bureaucracy. While a merit-based system is now standard, the legacy of historical political appointment practices still occasionally influences the administrative environment today.

**274.** (A) A blend of modern bureaucracy and traditional cultural values.
Japan's administrative system uniquely combines modern bureaucratic efficiency with traditional cultural norms. A powerful career bureaucracy plays a major role in policy-making, often working closely with political and business interests. Decision-making processes are frequently based on consensus, reflecting the nation's cultural values. This combination of modern organizational structures and traditional social practices characterizes its distinct administrative landscape and behavior.

**275.** (C) France.
The French bureaucracy is well-known for its elite groups of civil servants who hold top administrative positions. These individuals are graduates of specialized, high-level schools and are referred to as grands corps. This feature reflects the high degree of centralization and the state's dominant role in society. It ensures that the top tier of administration consists of highly trained professionals.

**276.** (A) It ignores crucial social, institutional, and human dimensions.
Equating development solely with economic metrics like Gross National Product is considered inadequate. This narrow perspective fails to account for fundamental changes in social structures, popular attitudes, and national institutions. A truly comprehensive understanding must include the reduction of inequality and the eradication of poverty. Development is a multi-dimensional process that goes beyond simple financial growth to include human and social improvements.

**277.** (D) Development suggests multiple pathways, while modernization posits a single, Western-centric path.
Traditional modernization theory suggested that all societies follow a single, unilinear path by emulating Western economic and political systems. In contrast, the contemporary view of development allows for multiple pathways tailored to specific contexts. It emphasizes context-specific goals rather than just following a Western-centric model. This approach prioritizes enhancing people's freedoms and quality of life through self-defined societal aspirations.

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**278.** (B) involves a movement towards a set of desirable and value-laden goals.
Development is viewed as a process directed toward a condition of life that is considered good or desirable. This means it is not a value-neutral or purely empirical process. It involves making choices about what kind of society should be built. Therefore, the concept is inherently based on norms and values regarding social equity, justice, and the overall quality of life.

**279.** (C) Changes in social structures and a reduction in inequality.
A multi-dimensional view of progress involves more than just economic growth. It includes significant changes in national institutions and social structures. Key elements of this broader perspective are the reduction of inequality and the eradication of poverty. Improving popular attitudes and national capabilities is also essential. This approach seeks a holistic improvement in the lives of the population across various sectors.

**280.** (D) enhancing people's freedoms and quality of life based on societal goals.
A modern understanding of this concept moves away from simply emulating Western models. Instead, it focuses on improving the quality of life and enhancing the capabilities and freedoms of all individuals. Achieving self-defined societal aspirations in a sustainable and equitable manner is prioritized. This approach values context-specific goals over purely economic indicators like Gross National Product or industrial output levels.

**281.** (A) Meeting present needs without jeopardizing the needs of future generations.
This principle focuses on ensuring that current economic and social progress does not exhaust the resources required by those in the future. It integrates economic viability, social equity, and environmental protection into a single framework. This approach recognizes that long-term stability is impossible if the natural environment is degraded. It promotes a balanced way of living that respects planetary limits.

**282.** (B) a practical framework for implementing sustainable development principles.
To put the principles of sustainability into action, the international community adopted a set of time-bound targets. these goals address a wide range of global issues, including poverty, health, climate action, and sustainable cities. They provide a specific roadmap for nations to follow. By using these targets, countries can monitor their progress toward achieving holistic and equitable development outcomes.

**283.** (B) an inherently flawed and culturally imperialistic project.
This school of thought offers a radical critique of the entire development project. Proponents argue that it is a Western-centric construct designed to impose capitalist logic and cultural homogeneity on other nations. They believe development often destroys local cultures and sustainable livelihoods. From this perspective, the project should be resisted rather than reformed because its foundation is fundamentally problematic.

**284.** (A) long-term development depends on the preservation of the natural environment.
Long-term progress is considered impossible if the natural resource base upon which societies depend is destroyed. This approach argues for the fundamental integration of environmental protection with economic and social goals. Degrading the environment compromises the ability of future generations to survive and thrive. Therefore, preserving nature is seen as a prerequisite for any meaningful or lasting form of societal development.

**285.** (C) "Development projects are a form of neo-colonialism that destroy local ways of life."
Advocates of this radical critique view development as an inherently flawed project. They believe it often leads to the destruction of local cultures, the natural environment, and sustainable traditional livelihoods. Such projects are seen as a means of imposing Western capitalist logic on the non-Western world. Therefore, they argue that these efforts represent a new form of cultural and economic imperialism.

**286.** (D) Development administration is action-oriented and goal-oriented, unlike the maintenance focus of traditional administration.
Traditional public administration is often seen as primarily concerned with routine services and maintaining law and order. In contrast, this specialized field is action-oriented and

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change-oriented. It focuses on achieving specific objectives related to social and economic progress. This goal-oriented nature distinguishes it from the status-quo maintenance focus of older administrative models, making it essential for newly independent nations.

**287.** (C) administrative changes must be sensitive to the local socio-cultural context.
Administrative reforms cannot be universally applied because they are deeply influenced by their surroundings. This perspective emphasizes that development efforts must be tailored to the unique social, cultural, and political context of each country. The relationship between an administrative system and its environment is crucial. Successful reform requires a deep understanding of these external factors to ensure effectiveness and relevance.

**288.** (B) emphasize the value-laden and normative aspects of the development process.
Development is not a value-neutral technical process; it is driven by the desire to create a better society. This scholar highlighted that the field has significant normative dimensions. These values guide the processes and organizations responsible for achieving societal progress. Recognizing these value-laden aspects is essential for understanding why certain development goals are prioritized over others in different administrative settings.

**289.** (D) both executing development programs and improving administrative capabilities.
This field has a dual focus that involves both implementing plans for social and economic change and reforming the bureaucracy. The first part concerns the administration of specific projects. The second part involves developing administrative capacity to ensure the bureaucracy is an effective tool for progress. Both elements are necessary to achieve national development goals and ensure long-term institutional effectiveness.

**290.** (A) guide the process of achieving specific development objectives.
The central purpose of this field is to manage the processes and organizations that lead to the achievement of societal goals. It involves directing administrative efforts toward specific targets for progress. Rather than just maintaining existing rules, it focuses on guiding transformation and change. This definition emphasizes the proactive role of administration in navigating the path toward planned national development outcomes.

**291.** (C) It is both an instrument for implementing development and a potential obstacle to it.
A professional bureaucracy is indispensable for planning and executing large-scale projects and delivering services. It provides the technical expertise and continuity needed for progress. However, bureaucracies can also hinder development through rigidity, excessive red tape, and centralization. This dual nature makes the bureaucracy both a vital tool for achieving national goals and a major impediment when it resists innovation.

**292.** (A) It has shifted focus towards issues like good governance and environmental sustainability.
The global integration of economies and ideas has significantly altered the administrative agenda. National bureaucracies are now pressured to prioritize issues such as human rights, good governance, and environmental sustainability. These priorities are often promoted by international organizations. As a result, the field has moved beyond simple internal plan implementation to include the adoption of international norms and standards for administration.

**293.** (D) rigidity, centralization, and lack of responsiveness.
Certain bureaucratic characteristics can stifle innovation and slow down progress. Excessive adherence to outdated rules, often called red tape, is a major problem. Highly centralized authority and a lack of responsiveness to the needs of citizens also act as impediments. These traits, often inherited from colonial regimes, make the bureaucracy an obstacle rather than an effective instrument for social change.

**294.** (B) the bureaucracy acting as an impediment to development.
Bureaucracies that rely on outdated rules and resist innovation often slow down national progress. This is especially common in systems inherited from colonial regimes that were not designed for developmental change. Such rigidity and lack of responsiveness hinder the implementation of new programs. In these

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cases, the administrative machinery becomes an obstacle to achieving social and economic transformation objectives.

**295.** (C) globalization.
The global flow of capital and ideas puts significant pressure on national bureaucracies. To participate in the global economy and attract foreign investment, administrations must become more efficient, transparent, and competitive. This pressure forces bureaucracies to adapt to international standards. Globalization has thus reshaped the role of administration, making it responsible for navigating complex international environments to achieve domestic goals.

**296.** (D) A move from a state-dominated model to one involving multiple Non-State actors.
Historically, the state and its bureaucracy were seen as the primary drivers of progress. However, there has been a significant shift toward recognizing the vital roles of civil society, private companies, and non-governmental organizations. These actors are now considered crucial partners in the development process. This multi-actor environment brings specialized knowledge and community linkages that government agencies often lack.

**297.** (A) collaboration between public authorities and private companies on projects.
This mechanism formalizes cooperation between government agencies and private businesses. These partners join forces to finance, build, and operate essential infrastructure or deliver public services. This collaboration allows for the combination of public oversight with private sector efficiency and resources. It has become a key tool in the modern landscape of administration for achieving large-scale social and economic objectives.

**298.** (B) To allow citizens to evaluate the performance of development projects and ensure accountability.
This practice has emerged as a powerful tool for promoting transparency and public accountability. It enables citizens to scrutinize and evaluate the performance of both government and non-state projects. By reviewing how resources are used and whether goals are met, the public can hold actors accountable. This promotes better management and ensures that projects remain responsive to the community's needs.

**299.** (B) They provide a broader measure that includes health, education, and living standards.
These indicators offer a more comprehensive view of progress than purely economic metrics like Gross National Product. They focus on health, education, and the overall living standards of the population. By looking at these human-centric factors, researchers can better assess the actual quality of life in a country. This approach aligns with the multi-dimensional view of development as a holistic process.

**300.** (A) operating ethically and contributing to community development.
This concept refers to the commitment of private companies to conduct their business in an ethical and sustainable manner. It involves contributing to the development of the communities in which they operate. Rather than focusing solely on profit, companies acknowledge their social responsibilities. This manifest role shows how private sector actors have become essential partners in the broader landscape of national development.

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# CHAPTER 06

# Economic and Financial Administration

**1.** Which economic model is characterized by the coexistence of the public and private sectors, as referenced in the shift of Indian economic policy?
(A) Capitalist Economy
(B) Mixed Economy
(C) Socialist Economy
(D) Command Economy

**2.** Consider the following statements and select the correct answer from the options given below.
**Statement I :** The New Economic Policy (NEP) marked a significant departure from the earlier focus on a mixed economy.
**Statement II :** The core components of the NEP are widely recognized as Liberalization, Privatization, and Globalization (LPG).
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

**3.** In the context of economic policies, what does the 'L' in LPG stand for?
(A) Liquidation
(B) Localization
(C) Liberalization
(D) Legislation

**4.** Which of the following is NOT a primary objective of disinvestment policies?
(A) Generating additional financial resources for the government.
(B) Improving the operational efficiency of public sector units.
(C) Encouraging increased private sector participation levels.
(D) Expanding government ownership and control over enterprises.

**5.** Consider the following statements regarding the transition from a Mixed Economy model:
1. It involved a move towards greater private sector participation.
2. The policy of Liberalization aimed to reduce government controls.
3. Globalization sought to integrate the national economy with the world economy.
4. Privatization refers to the transfer of ownership from the private sector to the public sector.

Which of the above statement(s) is/are correct?
(A) 1, 2, and 3 only
(B) 2, 3, and 4 only
(C) 1, 3, and 4 only
(D) 1, 2, and 4 only

**6.** The study of government revenue and expenditure falls under which branch of administration?
(A) Personnel Administration
(B) Financial Administration
(C) Development Administration
(D) Comparative Administration

**7.** The term 'Public Enterprises' in the context of Indian economic administration primarily refers to businesses owned and operated by:
(A) Foreign multinational corporations
(B) Private domestic entrepreneurs
(C) Non-governmental organizations
(D) The government

**8.** The process of reducing government regulations and restrictions on economic activities is best described as:
(A) Liberalization
(B) Privatization
(C) Nationalization
(D) Globalization

**9.** Which concept refers to the transfer of ownership, management, or control of public sector enterprises to the private sector?

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Understanding overlapping is crucial for analyzing the unique administrative challenges found in transitional societies.

**247.** (D) Prismatic
The bazaar-canteen model is Fred Riggs's conceptualization of the economic subsystem within a prismatic society. It describes an environment where modern market principles collide with traditional practices, leading to price indeterminacy and the subsidization of goods for certain groups. This model reflects the broader transitional and formalistic nature of the prismatic society's structures. By analyzing these economic dynamics, the bazaar-canteen framework helps explain the instability and fragmentation often found in societies that are moving from a traditional fused form toward a more modern and diffracted administrative and social structure.

**248.** (A) The blurring of boundaries between the public, private, and voluntary sectors.
The rise of public-private partnerships, corporate social responsibility, and the increased role of non-state actors reflects the blurring of boundaries between the public, private, and voluntary sectors. In modern development administration, progress is seen as a shared and collaborative effort rather than the exclusive responsibility of the state. This trend indicates a move toward a more pluralistic and inclusive model of governance where diverse groups work together to achieve national goals. This interconnected approach allows for more flexible and innovative solutions to the complex social and economic challenges of today.

**249.** (C) It has the potential to be either a powerful engine for development or a significant obstacle, depending on various factors.
The bureaucracy's role in development is complex and multi-faceted, as it possesses the potential to be either a powerful engine for national progress or a significant obstacle. Its capacity for rational planning and stability is essential for implementing complex projects, yet its tendency toward rigidity, red tape, and corruption can hinder timely and innovative action. The actual impact of the bureaucracy depends on factors like institutional capacity, political will, and environmental context. Managing these organizational strengths and weaknesses is central to ensuring that the administration effectively drives societal welfare and growth.

**250.** (A) Enrich the theoretical understanding of administration through cross-cultural analysis.
The ultimate aim of Comparative Public Administration is to enhance the theoretical foundation of the discipline through systematic cross-cultural and cross-national analysis. By examining how administrative systems function across diverse global contexts, scholars can develop sophisticated and generalized models that transcend local boundaries. This approach allows for the identification of universal administrative patterns and the specific environmental factors that cause variations. Ultimately, the field seeks to provide a scientific and comprehensive understanding of administrative behavior and effectiveness, contributing to the development of more robust and globally applicable administrative theories.

**251.** (B) The necessity of cross-national analysis to develop generalizable administrative theories.
Cross-national and cross-cultural analysis forms the conceptual foundation of this field. This approach rejects parochial or ethnocentric views to build robust, generalizable theories. It seeks to understand administrative systems beyond a single national context. By identifying patterns across diverse settings, it establishes a broad database for empirical testing. This scientific study contributes significantly to developing universally applicable administrative knowledge.

**252.** (A) Similar administrative institutions can function differently due to contextual variables.
Public administration is deeply embedded within and continuously interacts with its environment, which includes political, economic, social, and cultural contexts. This ecological perspective explains why similar administrative structures may yield vastly different outcomes depending on the setting. The environment determines how an institution functions in practice. Consequently, the success of administrative systems is contingent upon specific external factors.

**253.** (C) It serves both theory-building purposes and practical goals of administrative reform.
This sub-discipline serves a dual purpose by contributing to both academic knowledge and

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(A) The Prime Minister's Office
(B) The NITI Aayog
(C) Parliamentary Committees
(D) The Ministry of Corporate Affairs

**20.** Consider the following statements about Public Enterprises in India:
1. Their growth has been a feature of industrial policy since independence.
2. They exist in various internship forms.
3. They face a unique challenge of balancing accountability to the public with operational autonomy.
4. Disinvestment policies are related to reducing government stake in them.
5. They are completely exempt from any form of government control.

Which of the above statement(s) is/are correct?
(A) 1, 2, 3, and 4 only
(B) 2, 3, 4, and 5 only
(C) 1, 3, and 5 only
(D) 1, 2, and 5 only

**21.** What is the primary significance of financial administration?
(A) It deals exclusively with international trade agreements.
(B) Its only purpose is to print currency.
(C) It is crucial for the implementation of all public policies and programs.
(D) It is a subsidiary function of the judiciary.

**22.** The term 'Fiscal Federalism' primarily deals with:
(A) The legal process of passing the annual Union budget.
(B) Financial relations between the Union and State governments.
(C) The taxation policies used by local municipal corporations.
(D) Financial administration of various public sector banks.

**23.** A tax system where the tax rate increases as the taxable income increases is known as:
(A) Proportional taxation
(B) Regressive taxation
(C) A lump-sum tax
(D) Progressive taxation

**24.** The 'enactment' phase of the budgetary process refers to the:
(A) Process of obtaining legislative approval for the budget.
(B) Initial drafting of the budget by the finance ministry.
(C) Actual spending of money by various departments.
(D) Auditing of the budget after the financial year ends.

**25.** Arrange the following stages of the budgetary process in their correct chronological order.
1. Execution of the budget by government departments.
2. Scrutiny of Demands for Grants by parliamentary committees.
3. Presentation of the budget in the legislature.
4. Preparation of budget estimates by the finance ministry.

(A) 4, 3, 2, 1
(B) 3, 4, 1, 2
(C) 1, 2, 3, 4
(D) 4, 2, 3, 1

**26.** Which type of budget requires each program or activity to be justified from scratch every year, not just the incremental changes?
(A) Zero-Based Budget (ZBB)
(B) Performance Budget
(C) Traditional Line-Item Budget
(D) Gender Budget

**27.** The Fiscal Responsibility and Budget Management Act (FRBMA) was enacted to ensure:
(A) The nationalization of private industries.
(B) The allocation of funds for gender-specific programs.
(C) The autonomy of public enterprises.
(D) Fiscal discipline and macroeconomic stability.

**28.** Which constitutional body in India is responsible for making recommendations on the distribution of financial resources between the Union and the States?
(A) NITI Aayog
(B) Finance Commission
(C) Comptroller and Auditor General
(D) Election Commission

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**29.** Which of the following is an incorrect pair?
(A) Privatization - Sale of public assets
(B) Globalization - Economic integration
(C) Liberalization - Increased government control
(D) Mixed Economy - Public and private sectors

**30.** Consider the following statements about budget types:
1. A Performance Budget links financial outlays to specific performance goals.
2. Zero-Based Budgeting requires justification for all expenses, not just new ones.
3. Gender Budgeting is a separate budget document for women.
4. PPBS stands for Planning, Programming, Budgeting System.

Which of the above statement(s) is/are correct?
(A) 1, 2, and 4 only
(B) 1, 2, and 3 only
(C) 2, 3, and 4 only
(D) 1, 3, and 4 only

**31.** The Comptroller and Auditor General of India (C&AG) is a key institution for ensuring:
(A) Executive accountability to the legislature in financial matters.
(B) The formulation of the annual budget.
(C) The profitability of public enterprises.
(D) The collection of direct taxes.

**32.** A tax system where the same percentage of tax is levied on all taxpayers, regardless of their income level, is called:
(A) Progressive taxation
(B) Proportional taxation
(C) Regressive taxation
(D) Luxury taxation

**33.** What is the primary function of 'Sunset legislation' in the context of financial administration?
(A) Funding programs related to specific renewable energy projects.
(B) Automatically terminating government programs after a set period.
(C) Enacting laws that are only enforceable during the evening.
(D) Creating permanent government agencies that cannot be dissolved.

**34.** The "execution" phase of the budget involves:
(A) The actual collection of revenue and incurring of expenditure by government agencies.
(B) The debate and voting on the budget in Parliament.
(C) The preparation of initial financial estimates.
(D) The post-facto audit of accounts by the C&AG.

**35.** Match the items in List I with those in List II and select the correct answer using the codes given below.
List I: (Budget Type)
P. PPBS
Q. Performance Budget
R. Zero-Based Budget
S. Gender Budget
List II: (Key Feature)
1. Justification of entire budget from a base of zero
2. Analysis of budget's impact on men and women
3. Focus on long-range planning and objectives
4. Correlation between physical and financial aspects of programs

Code:
(A) P-3, Q-4, R-1, S-2
(B) P-1, Q-2, R-3, S-4
(C) P-4, Q-3, R-2, S-1
(D) P-2, Q-1, R-4, S-3

**36.** Which statement best describes the nature of financial administration?
(A) It is solely concerned with auditing private sector companies.
(B) It is strictly limited to legislative approval of annual taxes.
(C) It is an administrative activity independent of economic policy.
(D) It manages the machinery and processes of public funds.

**37.** The 'Industrial Policy since Independence' in India has seen a shift from:
(A) A completely free-market model to a state-controlled model.
(B) An agrarian economy focus to a service-only economy focus.
(C) A state-led, protectionist model to a more

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market-oriented model.
(D) A policy of no government intervention to complete nationalization.

**38.** The problem of 'accountability' in Public Enterprises arises from the fact that they:
(A) Are not held accountable to any specific governmental authority.
(B) Answer to Parliament for performance and use of public funds.
(C) Remain accountable only to their specific private shareholders.
(D) Are accountable only to various international financial bodies.

**39.** The concept of 'Gender Budget' refers to:
(A) A separate budget document created exclusively for women.
(B) A budget allocating exactly fifty percent of funds to women.
(C) A budget prepared and presented by women legislators only.
(D) A tool for examining differential budget impacts on genders.

**40.** The following question consists of two statements, one labeled as Assertion (A) and the other as Reason (R). Examine these two statements carefully and select the correct answer.
**Assertion (A) :** The Comptroller and Auditor General of India (C&AG) plays a crucial role in ensuring financial control.
**Reason (R) :** The C&AG audits the accounts of the Union and the States and submits reports to the President/Governor, which are then laid before the Parliament/State Legislatures.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**41.** Which of the following is a primary instrument of legislative financial control over the executive?
(A) Issuing executive orders
(B) Appointing civil servants
(C) The process of budget approval
(D) Conducting foreign policy negotiations

**42.** What is the most appropriate description of a 'Performance Budget'?
(A) A budget presenting programs by functions and activities.
(B) A budget that starts from a "zero base" every fiscal year.
(C) A budget that focuses on the gendered impact of policies.
(D) A budget that is prepared without any legislative oversight.

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**43.** Disinvestment policy primarily involves the government:
(A) Investing more capital into loss-making public enterprises.
(B) Creating new public enterprises in strategic sectors.
(C) Merging private companies with public enterprises.
(D) Selling its shareholding in public enterprises.

**44.** Which of the following is NOT a form of Public Enterprise?
(A) Departmental Undertaking
(B) A privately-owned family business
(C) Statutory Corporation
(D) Government Company

**45.** Consider the following entities and concepts related to financial administration:
1. Finance Commission
2. Comptroller and Auditor General of India
3. Fiscal Responsibility and Budget Management Act (FRBMA)
4. Gender Budgeting
5. Sunset Legislation

Which of the above are standard topics within the field of financial administration?
(A) 1, 2, 3, 4, and 5
(B) 1, 2, and 3 only
(C) 1, 3, 4, and 5 only
(D) 2, 3, and 4 only

**46.** Consider the following statements and select the correct answer from the options given below.
**Statement I :** Reforms in taxation policies aim to create a more efficient and equitable tax system.
**Statement II :** Progressive taxation is a principle where the tax rate is the same for all income levels.

(A) Statement I is correct, but Statement II is incorrect.
(B) Statement I is incorrect, but Statement II is correct.
(C) Both Statement I and Statement II are correct.
(D) Both Statement I and Statement II are incorrect.

**47.** The "scope" of financial administration includes:
(A) The process from budget preparation to audit and accountability.
(B) The singular activity of collecting national and state taxes.
(C) The administrative disbursement of various department salaries.
(D) The legislative debate on matters related to annual finance.

**48.** The concept of 'Government in Business' is best exemplified by:
(A) The government's role as a regulator of private markets.
(B) The existence and operation of Public Enterprises.
(C) The levying of taxes by the government.
(D) The judicial functions of the state.

**49.** What is the primary purpose of the Planning, Programming, Budgeting System (PPBS)?
(A) To justify every individual expenditure from a zero base.
(B) To integrate long-term planning with the annual budget.
(C) To analyze the budget's differential impact on genders.
(D) To ensure budgets pass without any legislative changes.

**50.** Which of the following is an example of executive financial control?
(A) Finance Ministry regulation of spending departments.
(B) The passing of the Appropriation Act by the Parliament.
(C) The examination of accounts by the Public Accounts Committee.
(D) The formal submission of the C&AG report to the President.

**51.** The need for 'autonomy' in Public Enterprises stems from the requirement for:
(A) Operational flexibility and quick decision-making similar to private businesses.
(B) Complete freedom from government oversight and public accountability.
(C) Operational flexibility and quick decision-making similar to private businesses.
(D) Exemption from all forms of taxation.

**52.** The growth of Public Enterprises in post-independence India was a direct consequence of:
(A) The recent policies of Liberalization and Globalization.
(B) A mandate to nationalize all existing private industries.
(C) Specific recommendations made by the Finance Commission.
(D) Industrial policy emphasizing a leading state role.

**53.** Which of the following represents a correct pair of a taxation principle and its description?
(A) Proportional Taxation - Higher income groups pay a lower percentage of their income as tax.
(B) Progressive Taxation - All income groups pay the same fixed amount of tax.
(C) Progressive Taxation - Higher income groups pay a higher percentage of their income as tax.
(D) Proportional Taxation - All income groups pay the same percentage of tax, but the rate increases with income.

**54.** The 'preparation' stage of the budgetary process is primarily undertaken by the:
(A) Legislature, through its various committees.
(B) Executive branch, led by the Ministry of Finance.
(C) Judiciary, by interpreting financial laws.
(D) Comptroller and Auditor General.

**55.** Consider the following statements about the Comptroller and Auditor General (C&AG) of India:
1. The C&AG is an authority that audits all receipts and expenditure of the Government of India.
2. The C&AG is an agent of the Parliament.

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3. The C&AG is involved in the enactment phase of the budget.
4. The C&AG's reports form the basis for the examination by the Public Accounts Committee.

Which of the above statement(s) is/are correct?
(A) 1, 2, and 4 only
(B) 1, 3, and 4 only
(C) 2 and 3 only
(D) 1, 2, 3, and 4

**56.** Which statement incorrectly describes the New Economic Policy (NEP)?
(A) It aimed to increase the role of public sector monopolies.
(B) It promoted liberalization of the economy.
(C) It was a response to an economic crisis.
(D) It encouraged privatization and globalization.

**57.** The relationship between the central government and state governments in fiscal matters is the core subject of:
(A) Gender Budgeting
(B) Zero-Based Budgeting
(C) Fiscal Federalism
(D) Disinvestment Policy

**58.** 'Reforms in Taxation policies' as a topic implies an effort to:
(A) Modernize and rationalize the tax structure and administration.
(B) Increase the number of taxes to the maximum possible level.
(C) Eliminate all some forms of taxation within the national economy.
(D) Make the tax system more complex and difficult to understand.

**59.** The issue of 'accountability and autonomy' in public enterprises represents a classic dilemma between:
(A) Profit maximization objectives and broader social goals.
(B) Domestic sales figures and export promotion strategies.
(C) Centralized planning and decentralized executive actions.
(D) Public control and operational business efficiency.

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**60.** Match the items in List I with those in List II and select the correct answer using the codes given below.
List I: (Institution/Act)
P. Finance Commission
Q. C&AG of India
R. FRBMA
S. Parliamentary Committees
List II: (Primary Function/Domain)
1. Legislative financial control
2. Recommending Union-State revenue sharing
3. External audit of government accounts
4. Setting targets for fiscal discipline

Code:
(A) P-2, Q-3, R-4, S-1
(B) P-3, Q-2, R-1, S-4
(C) P-2, Q-4, R-1, S-3
(D) P-4, Q-1, R-2, S-3

**61.** Which parliamentary committee examines the audit reports of the C&AG on public undertakings?
(A) Public Accounts Committee
(B) Estimates Committee
(C) Committee on Public Undertakings
(D) Committee on Government Assurances

**62.** The budget is a tool for ensuring not just financial but also _____ accountability of the executive.
(A) Purely judicial and legal accountability.
(B) External international trade accountability.
(C) Corporate and private sector accountability.
(D) Political and administrative accountability.

**63.** The shift from a 'mixed economy' to an LPG framework implies a greater reliance on:
(A) Market forces
(B) State planning
(C) Public monopolies
(D) License-permit raj

**64.** One of the key principles of taxation is that the tax system should be:
(A) Arbitrary and complex
(B) Equitable and efficient
(C) Secret and undisclosed
(D) Volatile and unpredictable

(A) Increased government borrowing.
(B) Permanent establishment of new agencies.
(C) Deregulation of the banking sector.
(D) Periodic evaluation of government programs.

**104.** The core idea behind a 'Performance Budget' is to link:
(A) Financial allocations with measurable outcomes.
(B) The annual budget with gender equality goals.
(C) All current spending to a justified zero base.
(D) The Union budget with individual state budgets.

**105.** Consider the following about Parliamentary financial control:
1. It is exercised through the approval of the annual budget.
2. Parliamentary Committees like the PAC and Estimates Committee are key tools.
3. The C&AG provides crucial audit reports to the Parliament.
4. It is absolute and the executive has no financial powers.

Which of the above statement(s) is/are correct?
(A) 1, 2, and 3 only
(B) 2, 3, and 4 only
(C) 1 and 4 only
(D) 1, 2, 3, and 4

**106.** Which of the following is an incorrect pair regarding budget types?
(A) Zero-Based Budget - Justifies only new expenditures
(B) Performance Budget - Focuses on work and outcomes
(C) Gender Budget - Gender-disaggregated analysis of funds
(D) PPBS - Links planning and budgeting

**107.** The transition from a mixed economy towards LPG signifies a shift in the role of the state from a 'controller' to a:
(A) Complete owner of all economic assets.
(B) Passive observer of financial markets.
(C) Monopolistic producer of all commodities.
(D) Facilitator and regulator of the economy.

**108.** The 'enactment' of the budget is a function performed by the:
(A) Executive
(B) Legislature
(C) Judiciary
(D) Comptroller and Auditor General

**109.** What is the fundamental principle behind 'Zero-Based Budgeting'?
(A) The budget must always have a zero deficit.
(B) Only new government programs receive funding.
(C) Every budget item must be justified anew.
(D) The budget should be based on zero inflation.

**110.** Match the items in List I with those in List II and select the correct answer using the codes given below.
List I: (Term)
P. Fiscal Federalism
Q. Budgetary Process
R. C&AG
S. New Economic Policy
List II: (Description)
1. LPG Reforms
2. Apex Audit Institution
3. Preparation, Enactment, Execution
4. Union-State Financial Relations
Code:
(A) P-4, Q-3, R-2, S-1
(B) P-3, Q-4, R-1, S-2
(C) P-4, Q-2, R-3, S-1
(D) P-1, Q-3, R-2, S-4

**111.** The FRBMA aims to bring down:
(A) Fiscal deficit and revenue deficit.
(B) The rate of inflation.
(C) The level of foreign direct investment.
(D) The autonomy of the Reserve Bank of India.

**112.** The concept of 'Government in Business' has been most visibly challenged by the policy of:
(A) Nationalization
(B) Privatization and Disinvestment
(C) Industrial Licensing
(D) Import Substitution

**113.** A 'proportional' tax system is one where the effective tax rate:
(A) Increases as income increases.

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(A) A minor, clerical function.
(B) A process independent of political control.
(C) The lifeblood of public administration.
(D) A system concerned only with expenditure.

**74.** The most significant function of a Finance Commission is to:
(A) Recommend the division of tax revenues between the Union and the States.
(B) Prepare the annual Union Budget.
(C) Audit the accounts of Public Enterprises.
(D) Set the monetary policy for the country.

**75.** Arrange the following economic policy paradigms in the chronological order in which they were implemented in India.
1. LPG (Liberalization, Privatization, Globalization)
2. State-led industrialization within a Mixed Economy framework.
3. Emphasis on Disinvestment and Fiscal Consolidation.

(A) 2, 1, 3
(B) 1, 2, 3
(C) 3, 1, 2
(D) 2, 3, 1

**76.** Which of the following is an incorrect statement about Public Enterprises?
(A) They can be organized as departmental undertakings, statutory corporations, or government companies.
(B) They operate with the primary motive of profit maximization, just like private companies.
(C) They have been a key part of India's industrial policy.
(D) They face challenges concerning accountability and autonomy.

**77.** A budget that is prepared to highlight and address the differential impact of policies and allocations on different genders is called a:
(A) Zero-Based Budget
(B) Performance Budget
(C) Gender Budget
(D) Capital Budget

**78.** The term 'fiscal responsibility' in the FRBMA implies that the government should:
(A) Spend to stimulate the economy despite deficits.
(B) Delegate all financial powers to external bodies.
(C) Focus purely on revenue without tracking spending.
(D) Manage finances prudently while controlling deficits.

**79.** Legislative control over finance is exercised through several means. Which of the following is NOT one of them?
(A) The judiciary's power of judicial review over financial legislation.
(B) Discussion and voting on the budget.
(C) The functioning of Parliamentary Committees.
(D) Passing the Finance Bill and Appropriation Bill.

**80.** Consider the following statements regarding fiscal federalism in India:
1. It pertains to the financial relationship between the Union and State governments.
2. The Finance Commission is a constitutional body that makes recommendations on this relationship.
3. The distribution of legislative powers for taxation is a part of it.
4. It is designed to operate only in a unitary system of government.

Which of the above statement(s) is/are correct?
(A) 1, 2, and 3 only
(B) 2, 3, and 4 only
(C) 1 and 4 only
(D) 1, 2, 3, and 4

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**81.** Which type of budget forces a detailed evaluation of all spending, making it a powerful tool for cost control?
(A) Incremental Budget
(B) Zero-Based Budget (ZBB)
(C) PPBS
(D) Line-item Budget

**82.** The 'growth' of public enterprises in India was most prominent during which period?
(A) The initial decades after independence, under a planned economy model.
(B) After the implementation of the New Economic Policy in 1991.
(C) During the colonial era.

(D) In the 21st century, following extensive privatization.

**83.** Which of the following best describes the principle of 'progressive taxation'?
(A) The rate of tax is the same for everyone.
(B) The rate of tax decreases as income increases.
(C) The rate of tax increases as the ability to pay increases.
(D) The tax is levied on goods and services, not on income.

**84.** The reports of the Comptroller and Auditor General of India are examined by the:
(A) Estimates Committee
(B) NITI Aayog
(C) Finance Ministry
(D) Public Accounts Committee (PAC)

**85.** Match the items in List I with those in List II and select the correct answer using the codes given below.
List I: (Concept)
P. Disinvestment
Q. Accountability of PEs
R. Sunset Legislation
S. Proportional Taxation
List II: (Associated Idea)
1. Parliamentary oversight
2. Fixed tax rate for all incomes
3. Sale of government equity in PSUs
4. Automatic termination of programs
Code:
(A) P-3, Q-1, R-4, S-2
(B) P-1, Q-3, R-2, S-4
(C) P-3, Q-2, R-1, S-4
(D) P-4, Q-1, R-2, S-3

**86.** The New Economic Policy (NEP) was a response to a crisis in India's:
(A) Electoral system
(B) Balance of Payments
(C) Judicial administration
(D) Agricultural output

**87.** Which of the following is NOT a stage in the budgetary process?
(A) Preparation
(B) Enactment
(C) Execution
(D) Judicial review

**88.** The main purpose of establishing the Finance Commission is to address the issue of:
(A) Vertical and horizontal fiscal imbalances.
(B) Annual budget deficits.
(C) International trade disputes.
(D) Corporate tax evasion.

**89.** Consider the following statements and select the correct answer from the options given below.
**Statement I :** Executive control over finance refers to the control exercised by the Parliament over the government's financial operations.
**Statement II :** Legislative control over finance includes the internal checks and balances within the government departments, managed by the Finance Ministry.
(A) Both Statement I and Statement II are incorrect.
(B) Both Statement I and Statement II are correct.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

**90.** The following question consists of two statements, one labeled as Assertion (A) and the other as Reason (R). Examine these two statements carefully and select the correct answer.
**Assertion (A) :** A Performance Budget is considered an improvement over a traditional line-item budget.
**Reason (R) :** It shifts the focus from 'what the government buys' (inputs) to 'what the government does' (outputs and outcomes).
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**91.** The term 'privatization' can include which of the following actions by the government?
(A) Creating a new government department.
(B) Reserving more sectors for the public.
(C) Imposing higher taxes on private firms.
(D) Selling PSU shares to private investors.

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**92.** The challenge of 'autonomy' for a public enterprise refers to its need for freedom in:
(A) Day-to-day operational decision-making.
(B) Violating national laws and regulations.
(C) Setting its own tax rates.
(D) Disregarding parliamentary oversight.

**93.** The FRBMA puts a legal check on the government's power to:
(A) Appoint the Comptroller and Auditor General.
(B) Formulate various industrial policies.
(C) Borrow and run high fiscal deficits.
(D) Conduct all general foreign relations.

**94.** Which of the following parliamentary committees is often called a 'watchdog' of the public purse, scrutinizing post-expenditure accounts?
(A) Estimates Committee
(B) Committee on Public Undertakings
(C) Business Advisory Committee
(D) Public Accounts Committee

**95.** Consider the following statements about India's economic policies:
1. The post-independence industrial policy initially favoured a dominant role for the public sector.
2. The New Economic Policy (NEP) introduced the LPG reforms.
3. Disinvestment is a policy of increasing government control over public enterprises.
4. A mixed economy is one where only the public sector exists.
5. Globalization aims to isolate the domestic economy from the world.

Which of the above statement(s) is/are correct?
(A) 1 and 2 only
(B) 3, 4, and 5 only
(C) 1, 2, and 3 only
(D) 2 and 4 only

**96.** "Union-State Financial Relations" is a topic that primarily falls under:
(A) Budgetary Process
(B) Fiscal Federalism
(C) Performance Budgeting
(D) Disinvestment Policies

**97.** What is the key difference between progressive and proportional taxation?
(A) Progressive taxation applies to income, while proportional taxation applies to wealth.
(B) The tax rate is variable in progressive taxation and fixed in proportional taxation.
(C) Progressive taxation is levied by the Union, and proportional by the States.
(D) Progressive taxation is a modern concept, while proportional taxation is ancient.

**98.** A key significance of the budget is that it serves as:
(A) An instrument of economic policy implementation.
(B) A record of historical events.
(C) A legal code for criminal procedures.
(D) A directory of government officials.

**99.** The concept of 'autonomy' in Public Enterprises is often in conflict with the principle of:
(A) Profitability
(B) Efficiency
(C) Accountability
(D) Expansion

**100.** Which stage of the budgetary process ensures that public funds are spent legally and for the purposes approved by the legislature?
(A) Preparation
(B) Enactment
(C) Policy Formulation
(D) Execution and Audit

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**101.** The 'problem of accountability' for Public Enterprises is complex because they are accountable to:
(A) Only their own internal Board of Directors.
(B) Only the specific Prime Minister's Office.
(C) Parliament, ministries, and the public.
(D) Various international lending institutions.

**102.** Which policy is directly associated with the sale or liquidation of public sector undertakings?
(A) Monetary Policy
(B) Disinvestment Policy
(C) Industrial Licensing Policy
(D) Agricultural Policy

**103.** 'Sunset legislation' directly promotes:

**65.** The following question consists of two statements, one labeled as Assertion (A) and the other as Reason (R). Examine these two statements carefully and select the correct answer.

**Assertion (A) :** Fiscal Federalism is a critical aspect of managing a large and diverse country's public finances.

**Reason (R) :** It involves a clear demarcation of financial powers and a mechanism for resource sharing between different levels of government, such as the Union and States.

(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**66.** What does 'PPBS' stand for in the context of budgeting types?

(A) Planning, Programming, Budgeting System
(B) Public, Private, Budgeting System
(C) Performance, Program, and Budgeting Standards
(D) Progressive, Proportional, Budgeting Schedule

**67.** Which of the following is a key issue related to the 'management' of public enterprises?

(A) Avoiding any interaction with government ministries.
(B) Focusing exclusively on maximizing shareholder profit.
(C) Balancing commercial goals with social objectives.
(D) Operating outside the legal framework of the country.

**68.** The C&AG's role is primarily that of an:

(A) Executive authority that spends public money.
(B) Policy-making body for economic affairs.
(C) Judicial body that settles financial disputes.
(D) Auditor and watchdog of the public purse.

**69.** Consider the following statements and select the correct answer from the options given below.

**Statement I :** Disinvestment policy is the process of the government increasing its equity stake in Public Enterprises.

**Statement II :** The FRBMA aims to impose fiscal discipline on the government.

(A) Statement I is incorrect, but Statement II is correct.
(B) Statement I is correct, but Statement II is incorrect.
(C) Both Statement I and Statement II are correct.
(D) Both Statement I and Statement II are incorrect.

**70.** Consider the following aspects of Financial Administration:

1. It is concerned with both revenue and expenditure.
2. The budgetary process is central to its operation.
3. The Finance Commission is an integral part of its structure in a federal system.
4. It operates in isolation from the country's overall economic policy.
5. Financial control by the legislature is a key component.

Which of the above statement(s) is/are correct?

(A) 1, 2, 3, and 5 only
(B) 1, 2, 4, and 5 only
(C) 2, 3, and 4 only
(D) 1, 3, and 5 only

**71.** 'Sunset legislation' is a mechanism designed to combat:

(A) The lack of funding for specific solar projects.
(B) The influence of the executive on the judiciary.
(C) The evasion of corporate taxes by large companies.
(D) Perpetual agency existence without periodic review.

**72.** A key objective of the industrial policy reforms post-1991 was to:

(A) Enhance competitiveness and efficiency in the industrial sector.
(B) Increase the number of sectors reserved exclusively for the public sector.
(C) Strengthen the license-permit raj.
(D) Discourage foreign direct investment.

**73.** The significance of financial administration is best described as:

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(B) Remains constant as income increases.
(C) Decreases as income increases.
(D) Is zero for all income levels.

**114.** Consider the following statements and select the correct answer from the options given below.
**Statement I :** The Finance Commission is a statutory body set up by an Act of Parliament.
**Statement II :** It recommends the distribution of net proceeds of taxes between the Union and the States.
(A) Statement I is incorrect, but Statement II is correct.
(B) Statement I is correct, but Statement II is incorrect.
(C) Both Statement I and Statement II are correct.
(D) Both Statement I and Statement II are incorrect.

**115.** The following question consists of two statements, one labeled as Assertion (A) and the other as Reason (R). Examine these two statements carefully and select the correct answer.
**Assertion (A) :** The management of public enterprises faces a unique challenge in balancing autonomy and accountability.
**Reason (R) :** Public enterprises are expected to run on business principles for efficiency while simultaneously being accountable to the public through Parliament for their actions.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**116.** Which of the following is NOT a form of legislative financial control?
(A) Passing the Appropriation Bill.
(B) Debate on the Finance Bill.
(C) Scrutiny by the Public Accounts Committee.
(D) The Finance Ministry issuing instructions to other departments to curb wasteful expenditure.

**117.** The policy of 'Liberalization' under NEP fundamentally aimed to:
(A) Increase the number of public sector undertakings.
(B) Isolate the Indian economy from global markets.
(C) Reduce state control over economic activities and promote competition.
(D) Strengthen the system of licenses and permits.

**118.** The 'execution' of the budget is the primary responsibility of the:
(A) Parliament.
(B) Executive agencies and government departments.
(C) Comptroller and Auditor General.
(D) Supreme Court.

**119.** Which institution is constitutionally mandated to act as the guardian of the public purse in India?
(A) Ministry of Finance
(B) NITI Aayog
(C) Parliament
(D) Comptroller and Auditor General of India

**120.** Consider the following statements about different types of budgets:
1. PPBS attempts to integrate long-range planning with budgeting.
2. Performance budgeting focuses on the relationship between inputs and outputs.
3. Zero-Based budgeting requires a fresh justification for all expenditures.
4. Gender budgeting is a separate budget for women's welfare.
5. An incremental budget is based on the previous year's budget with minor adjustments.

Which of the above statement(s) is/are inaccurate?
(A) Statement 4
(B) Statement 2
(C) Statement 3
(D) Statement 1

**121.** The 'significance' of financial administration lies in its capacity to:
(A) Function as an entity separate from the government.
(B) Exercise direct administrative control over the judiciary.
(C) Translate government policies and programs

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Q. Performance Budget
R. Progressive Taxation
S. Finance Commission

List II: (Core Principle)
1. Linkage between outlays and outcomes
2. Mechanism for vertical and horizontal fiscal balance
3. Legislative mandate for fiscal discipline
4. Higher tax rates for higher incomes

Code:
(A) P-3, Q-1, R-4, S-2
(B) P-1, Q-3, R-2, S-4
(C) P-4, Q-2, R-1, S-3
(D) P-3, Q-4, R-2, S-1

**161.** A 'disinvestment policy' is contrary to the policy of:
(A) Liberalization
(B) Nationalization
(C) Globalization
(D) Modernization

**162.** Consider the following statements and select the correct answer from the options given below.
**Statement I :** The 'execution' of the budget is the sole responsibility of the legislature.
**Statement II :** The 'enactment' of the budget is the sole responsibility of the executive.
(A) Both Statement I and Statement II are incorrect.
(B) Both Statement I and Statement II are correct.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

**163.** The growth of public enterprises in India was based on the premise that the state should control the:
(A) Retail trade sector.
(B) Small-scale industries.
(C) 'Commanding heights' of the economy.
(D) Agricultural marketing.

**164.** 'Executive control' over finances is exercised primarily through the:
(A) Parliament's vote on the annual budget.
(B) Audit conducted by the C&AG office.
(C) Public Accounts Committee's scrutiny process.
(D) Ministry of Finance oversight of departments.

**165.** The following question consists of two statements, one labeled as Assertion (A) and the other as Reason (R). Examine these two statements carefully and select the correct answer.
**Assertion (A) :** The industrial policy regime in India has undergone a significant transformation since 1991.
**Reason (R) :** The New Economic Policy emphasized delicensing, greater role for the private sector, and opening up the economy, moving away from the earlier state-led development model.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**166.** A major purpose of the budget, apart from financial allocation, is to:
(A) Provide a detailed history of public finance.
(B) Outline economic and social policy priorities.
(C) List the names of all individual taxpayers.
(D) Serve as a permanent and unchangeable statute.

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**167.** Which of these is NOT a recognized principle of taxation?
(A) Progressive Taxation
(B) Proportional Taxation
(C) Efficiency in Taxation
(D) Arbitrary Taxation

**168.** The challenge of managing public enterprises involves a trade-off between commercial principles and:
(A) Broad social and public service objectives.
(B) The personal interests of senior managers.
(C) The various demands of foreign investors.
(D) Avoiding all possible forms of financial loss.

**169.** What is the most accurate description of the C&AG's role in relation to government expenditure?
(A) Providing prior approval for spending.

(C) Finance Ministry estimation of revenue and spending.
(D) The President's assent to the Appropriation Bill.

**132.** The Finance Commission in India is constituted by the:
(A) Prime Minister
(B) Parliament
(C) Chief Justice of India
(D) President of India

**133.** Which Parliamentary Committee is responsible for examining whether the money granted by Parliament has been spent by the government 'within the scope of the demand'?
(A) Estimates Committee
(B) Committee on Public Undertakings
(C) Public Accounts Committee
(D) Committee on Subordinate Legislation

**134.** Which of the following is a direct outcome of the 'enactment' stage of the budget?
(A) The report of the C&AG.
(B) The Appropriation Act and the Finance Act.
(C) The recommendations of the Finance Commission.
(D) The draft budget estimates.

**135.** Match the items in List I with those in List II and select the correct answer using the codes given below.
List I: (Parliamentary Committee)
P. Public Accounts Committee
Q. Estimates Committee
R. Committee on Public Undertakings
S. Business Advisory Committee
List II: (Primary Role)
1. Examines estimates included in the budget and suggests 'economies'
2. Examines reports and accounts of public sector enterprises
3. Examines the audit reports of the C&AG
4. Allocates time for discussion of various items of business
Code:
(A) P-3, Q-1, R-2, S-4
(B) P-1, Q-3, R-4, S-2
(C) P-3, Q-2, R-1, S-4
(D) P-2, Q-1, R-3, S-4

**136.** The shift from a 'mixed economy' to an LPG model was driven by a need to address issues of:
(A) Inefficiency, low growth, and a foreign exchange crisis.
(B) Excessive economic growth and high foreign exchange reserves.
(C) The absence of a public sector.
(D) Over-reliance on the agricultural sector.

**137.** Which concept is NOT part of the LPG triumvirate of reforms?
(A) Liberalization
(B) Privatization
(C) Nationalization
(D) Globalization

**138.** The principle of 'progressive taxation' achieves which type of equity?
(A) Vertical equity
(B) Horizontal equity
(C) Inter-generational equity
(D) Regional equity

**139.** Consider the following statements and select the correct answer from the options given below.
**Statement I :** The Comptroller and Auditor General (C&AG) has the power to disallow any expenditure and enforce recovery.
**Statement II :** The role of the C&AG is primarily to conduct a post-facto audit and report to the legislature.
(A) Statement I is incorrect, but Statement II is correct.
(B) Statement I is correct, but Statement II is incorrect.
(C) Both Statement I and Statement II are correct.
(D) Both Statement I and Statement II are incorrect.

**140.** The following question consists of two statements, one labeled as Assertion (A) and the other as Reason (R). Examine these two statements carefully and select the correct answer.
**Assertion (A) :** Zero-Based Budgeting (ZBB) is a radical departure from traditional incremental budgeting.
**Reason (R) :** ZBB requires a justification of not just the increase in expenditure over the previous year, but of the entire budgeted amount

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**180.** Consider the following statements about the budgetary process:
1. The 'preparation' of the budget is an executive function.
2. The 'enactment' of the budget is a legislative function.
3. The 'execution' of the budget is an executive function.
4. The audit of the budget's execution is done by the C&AG.

Which of the above statement(s) is/are correct?
(A) 1, 2, 3, and 4
(B) 1, 2, and 3 only
(C) 1 and 2 only
(D) 3 and 4 only

**181.** The concept of 'Mixed Economy' which India followed after independence implies:
(A) An economy based on a mix of agriculture and industry.
(B) A mix of domestic and foreign companies.
(C) A strategic co-existence of public sector and private sector.
(D) A mix of different tax policies.

**182.** 'Liberalization' as an economic policy primarily aims at:
(A) Growing the number of public sector units.
(B) Reducing government regulation of the economy.
(C) Restricting levels of foreign trade and investment.
(D) Centralizing all national economic decision-making.

**183.** The constitution of a 'Finance Commission' every five years is a key feature of Indian:
(A) Monetary Policy
(B) Industrial Policy
(C) Foreign Policy
(D) Fiscal Federalism

**184.** The most significant challenge in the 'management of Public Enterprises' is finding a balance between:
(A) Operational Autonomy and Public Accountability.
(B) General Production and Specific Marketing goals.
(C) Capital Investments and Labour Force management.
(D) Domestic Sales and Competitive Export markets.

**185.** Match the items in List I with those in List II and select the correct answer using the codes given below.
List I: (Policy/Reform)
P. Privatization
Q. Liberalization
R. Globalization
S. Industrial Policy Resolution (pre-1991)
List II: (Primary Objective)
1. Reducing licensing and controls
2. Building a dominant public sector
3. Integrating with the world economy
4. Transfer of ownership from public to private
Code:
(A) P-4, Q-1, R-3, S-2
(B) P-1, Q-4, R-2, S-3
(C) P-4, Q-3, R-1, S-2
(D) P-2, Q-1, R-3, S-4

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**186.** Which type of budget is most closely associated with long-range strategic objectives and cost-benefit analysis of programs?
(A) PPBS
(B) Gender Budget
(C) Incremental Budget
(D) Zero-Based Budget

**187.** The reports of the C&AG on the accounts of the Union are submitted to the:
(A) Prime Minister, who takes executive action.
(B) Supreme Court, for judicial review.
(C) Finance Minister, for internal correction.
(D) President, who causes them to be laid before Parliament.

**188.** Which statement about progressive taxation is correct?
(A) It imposes a greater burden on the poor.
(B) It is based on the principle of ability to pay.
(C) The tax rate is flat for all income levels.
(D) It is a form of indirect tax.

**189.** Consider the following statements and select the correct answer from the options given below.
**Statement I :** The New Economic Policy (NEP) of 1991 aimed to strengthen the license-permit raj.
**Statement II :** A key element of the NEP was

**150.** In the context of budget types, what does PPBS aim to achieve?
(A) A justification of all expenses from a zero base.
(B) Resource allocation based on objective analysis.
(C) A focus on the physical targets and work done.
(D) An analysis of the budget's impact on women and men.

**151.** Which of the following is the best example of 'privatization'?
(A) The government setting up a new steel plant.
(B) The government imposing price controls on steel.
(C) The government signing a trade agreement related to steel imports.
(D) Selling a government steel plant to a private firm.

**152.** The 'purpose and significance' of the budget extend beyond mere accounting to being a major tool of:
(A) Public policy and governance mechanisms.
(B) Judicial administration and legal enforcement.
(C) Party politics and electoral campaigning.
(D) Diplomatic negotiation and foreign treaties.

**153.** A tax that takes a larger percentage of income from low-income earners than from high-income earners is known as:
(A) Progressive tax
(B) Proportional tax
(C) Regressive tax
(D) Direct tax

**154.** The 'autonomy' of public enterprises is considered essential for:
(A) Promoting efficiency, flexibility, and initiative.
(B) Evading public and parliamentary accountability.
(C) Keeping their financial accounts secret.
(D) Engaging in activities forbidden by law.

**155.** Consider the following statements about the Indian economy:
1. The 'Mixed Economy' model was adopted after independence.
2. The New Economic Policy of 1991 initiated the process of liberalization.
3. Globalization refers to the policy of isolating the Indian economy.
4. Privatization involves increasing the government's share in public enterprises.

Which of the above statement(s) is/are correct?
(A) 1 and 2 only
(B) 3 and 4 only
(C) 1, 2, and 3 only
(D) 2, 3, and 4 only

**156.** The budgetary process stage of 'execution' involves the risk of:
(A) Legislative deadlock.
(B) Misappropriation and wasteful expenditure.
(C) Inaccurate forecasting.
(D) Constitutional challenges.

**157.** Which body's reports provide the primary material for the Public Accounts Committee's work?
(A) Ministry of Finance
(B) NITI Aayog
(C) Comptroller and Auditor General of India
(D) Central Vigilance Commission

**158.** The concept of 'fiscal federalism' would be irrelevant in a:
(A) Federal state
(B) Confederation
(C) Democratic republic
(D) Unitary state

**159.** The main aim of a 'Gender Budget' analysis is to:
(A) Ensure fiscal policy promotes gender equality.
(B) Create separate financial institutions for women.
(C) Reserve a fixed percentage of income for women.
(D) Transfer all funds to women-led organizations.

**160.** Match the items in List I with those in List II and select the correct answer using the codes given below.
List I: (Financial Concept)
P. FRBMA

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(A) Export promotion and free markets.
(B) Agrarian dominance.
(C) Complete laissez-faire.
(D) Import substitution and state-led industrialization.

**200.** The C&AG of India does not audit the accounts of:
(A) A purely private limited company.
(B) Union Government Ministries.
(C) State Governments.
(D) Most Public Sector Undertakings.

**201.** Which budget type demands that managers justify their entire budget request, not just the changes from the previous year?
(A) Performance Budget
(B) Line-Item Budget
(C) Zero-Based Budget
(D) Capital Budget

**202.** 'Government in Business' as a concept refers to the government's role as a(n):
(A) Entrepreneur and operator of commercial enterprises.
(B) Regulator of the private commerce sector only.
(C) Adjudicator of various business legal disputes.
(D) Tax collector from various national businesses.

**203.** The 'significance' of a budget in a democracy is that it is a statement of:
(A) Political agenda that does not require approval.
(B) The central bank's national monetary policy.
(C) The unchangeable financial plan for five years.
(D) Fiscal policy priorities subject to approval.

**204.** Which of the following is a primary role of the Finance Commission?
(A) To prepare the annual budget of the Union government.
(B) To act as a balancing wheel of the fiscal federal system.
(C) To audit the accounts of the states.
(D) To set the income tax rates.

**205.** Consider the following statements about taxation principles:
1. Progressive taxation aims for vertical equity.
2. Proportional taxation applies a constant tax rate to all income levels.
3. Reforms in taxation policies often aim for simplification and a broader tax base.
4. A regressive tax hits lower-income groups harder in percentage terms.

Which of the above statement(s) is/are correct?
(A) 1, 2, 3, and 4
(B) 1, 2, and 3 only
(C) 1 and 2 only
(D) 3 and 4 only

**206.** 'Sunset legislation' is a mechanism to ensure:
(A) The permanence of all existing government bodies.
(B) Increased spending on all existing state programs.
(C) Laws pass only at the end of a legislative session.
(D) Accountability and periodic program re-evaluation.

**207.** Consider the following statements and select the correct answer from the options given below.
**Statement I :** The shift from a mixed economy model to an LPG model reduced the role of the state as a direct producer.
**Statement II :** The policy of privatization is essentially the opposite of nationalization.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

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**208.** The main tool for 'legislative control' over public finance is:
(A) The power to appoint civil servants.
(B) The power to approve or reject the budget.
(C) The power to issue executive orders.
(D) The power to conduct foreign policy.

**209.** The problem of 'accountability' of a Public Enterprise arises because it uses _____ and is expected to serve a _____ purpose.

(B) Formulating initial spending priorities.
(C) Post-facto check for legality and economy.
(D) Physical disbursement of funds to agencies.

**170.** Consider the following statements regarding financial control in India:
1. Financial control is exercised by both the Legislature and the Executive.
2. The C&AG is an instrument of executive control.
3. Parliamentary Committees like the PAC are instruments of legislative control.
4. The budgetary process itself is a primary mechanism of control.
5. The judiciary has the ultimate power of financial control by setting tax rates.

Which of the above statement(s) is/are correct?
(A) 1, 3, and 4 only
(B) 2, 3, and 5 only
(C) 1, 2, and 4 only
(D) 1, 4, and 5 only

**171.** The Fiscal Responsibility and Budget Management (FRBM) Act is an instrument of:
(A) Monetary policy
(B) Industrial licensing
(C) Trade regulation
(D) Fiscal discipline

**172.** The core issue in 'Union-State Financial Relations' is the:
(A) Relationship between the President and the Prime Minister.
(B) Mismatch between the revenue-raising powers and spending responsibilities of the states.
(C) Financial autonomy of municipal bodies.
(D) Profitability of central public sector enterprises.

**173.** The 'New Economic Policy' (NEP) is often associated with the year:
(A) 1947
(B) 1969
(C) 1991
(D) 2001

**174.** Which of the following is a primary objective of disinvestment?
(A) To expand the public sector and create more government jobs.
(B) To increase government control over the economy.
(C) To eliminate the private sector from the market.
(D) To raise capital and improve PSU efficiency.

**175.** Arrange the budget types in the chronological order of their conceptual evolution and adoption in public administration.
1. Line-item Budgeting (Traditional)
2. Performance Budgeting
3. Planning-Programming-Budgeting System (PPBS)
4. Zero-Based Budgeting (ZBB)

(A) 1, 2, 3, 4
(B) 2, 1, 4, 3
(C) 1, 3, 2, 4
(D) 4, 3, 2, 1

**176.** What is the fundamental difference between a 'Public Enterprise' and a private company?
(A) The pursuit of profit
(B) Ownership by the state
(C) Employment of workers
(D) Production of goods or services

**177.** 'Sunset legislation' is a tool for legislative oversight that ensures:
(A) Funding for programs is increased every year.
(B) Automatic review and potential termination of government programs.
(C) Laws once passed can never be repealed.
(D) All legislation is passed at the end of the day.

**178.** The primary role of Parliamentary Committees in financial control is to provide:
(A) Detailed legislative scrutiny of the executive.
(B) The initial budget proposal for the session.
(C) Judicial rulings on matters of state finance.
(D) Day-to-day management of departmental funds.

**179.** A tax is 'proportional' if it imposes the same:
(A) Absolute monetary burden on everyone.
(B) Burden on producers and consumers.
(C) Percentage burden on everyone, regardless of income.
(D) Rules for collection in every state.

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for a program.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**141.** The existence of various 'forms' of Public Enterprises, such as departmental undertakings and government companies, reflects:
(A) A lack of clear policy on their structure.
(B) A historical accident with no logical basis.
(C) Different levels of sought autonomy and control.
(D) The influence of foreign national governments.

**142.** The "scope" of financial administration is best described as being:
(A) Limited, as it only deals with accounting.
(B) Static, as its principles never change.
(C) Secretive, as it is not open to public scrutiny.
(D) Pervasive, affecting every government activity.

**143.** Which of the following is a key objective of 'Reforms in Taxation policies'?
(A) Improving tax buoyancy and the tax-to-GDP ratio.
(B) Making the tax system more complex for taxpayers.
(C) Reducing the government's total revenue from taxes.
(D) Giving direct tax-related powers to the judiciary.

**144.** The enactment of the FRBM Act was a step towards ensuring:
(A) The government's ability to borrow without limits.
(B) Long-term macro stability via fiscal prudence.
(C) The nationalization of key national industries.
(D) A fixed international currency exchange system.

**145.** Consider the following statements about the role of the legislature in financial control:
1. It grants money to the executive through the budgetary process.
2. It has the power to reduce or reject a demand for a grant, but not increase it.
3. It scrutinizes government spending and performance through its committees.
4. It receives and discusses the audit reports submitted by the C&AG.
5. It is responsible for the day-to-day administration of financial policies.

Which of the above statement(s) is/are correct?
(A) 1, 2, 3, and 4 only
(B) 2, 3, 4, and 5 only
(C) 1, 3, and 5 only
(D) 1, 2, and 5 only

**146.** A 'Performance Budget' is different from a traditional budget because it focuses on:
(A) Outcomes and activities, not just line-item expenditures.
(B) Starting every calculation from zero.
(C) The impact on different genders.
(D) The division of funds between Union and States.

**147.** 'Accountability' of a Public Enterprise to the Parliament is primarily ensured through:
(A) Daily reporting to the Speaker of the house.
(B) The direct management of the enterprise by Members of Parliament.
(C) Parliamentary questions, debates, and committees.
(D) The enterprise's annual general meeting of shareholders.

**148.** The term "Revenue and Expenditure" in the context of Public Finance refers to:
(A) The profits and losses of private companies.
(B) The assets and liabilities of households.
(C) The imports and exports of a country.
(D) The income and spending of the government.

**149.** The Finance Commission's recommendations are, by convention:
(A) Mandatory and legally binding on the government.
(B) Purely academic and rarely implemented.
(C) Generally accepted by the Union Government.
(D) Subject to approval by the Supreme Court.

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the policy of disinvestment in public enterprises.
(A) Statement I is incorrect, but Statement II is correct.
(B) Statement I is correct, but Statement II is incorrect.
(C) Both Statement I and Statement II are correct.
(D) Both Statement I and Statement II are incorrect.

**190.** The following question consists of two statements, one labeled as Assertion (A) and the other as Reason (R). Examine these two statements carefully and select the correct answer.
**Assertion (A) :** Parliamentary Committees are vital instruments for ensuring detailed financial accountability of the executive.
**Reason (R) :** Parliament as a whole body has limited time and expertise to scrutinize complex financial and administrative matters in detail.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**191.** The nature of public finance is such that it deals with the financial operations of:
(A) The public authority or government.
(B) Private corporations.
(C) Individual households.
(D) Non-governmental organizations.

**192.** The 'growth' of public enterprises was a key feature of which phase of India's economic policy?
(A) The post-liberalization era (after 1991).
(B) The era of planned development (approx. 1950-1980).
(C) The colonial period.
(D) The 21st century globalization phase.

**193.** What is the primary purpose of the FRBM Act?
(A) To regulate the functioning of public enterprises.
(B) To institutionalize fiscal prudence in government.
(C) To determine the principles of national taxation.
(D) To facilitate Union-State financial transfers.

**194.** The scope of financial administration covers which of the following?
(A) Planning, mobilization, budget, and auditing.
(B) Only the auditing of government accounts.
(C) Only the collection of national taxes.
(D) Only legislative approval of the budget.

**195.** Consider the following statements about the Finance Commission:
1. It is a constitutional body.
2. It recommends the principles governing grants-in-aid to the states.
3. Its recommendations are binding on the government.
4. It is a permanent body.
5. It plays a key role in fiscal federalism.

Which of the above statement(s) is/are correct?
(A) 1, 2, and 5 only
(B) 1, 3, and 4 only
(C) 2, 4, and 5 only
(D) 1, 2, 3, and 5

**196.** Which is an incorrect pairing of a concept and its meaning?
(A) Disinvestment - Sale of public sector equity
(B) Liberalization - Reduction of controls
(C) Fiscal Federalism - Centre-State financial relations
(D) Gender Budget - A separate budget for women

**197.** The dilemma of 'accountability versus autonomy' is most acutely felt in the:
(A) Functioning of the Judiciary
(B) Deliberations of Parliament
(C) Management of Public Enterprises
(D) Operations of private businesses

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**198.** The most crucial part of the 'enactment' of the budget in Parliament is the passing of:
(A) The President's address
(B) The Appropriation Act and the Finance Bill
(C) The Economic Survey
(D) A motion of thanks

**199.** The policy of Liberalization, Privatization and Globalization (LPG) was a move away from the earlier policy of:

into reality.
(D) Manage only the national foreign exchange reserves.

**122.** The term 'fiscal federalism' is most relevant for countries with which type of political structure?
(A) Federal
(B) Unitary
(C) Authoritarian
(D) Theocratic

**123.** The core principle of a 'progressive' tax is based on the concept of:
(A) Benefit received
(B) Equal treatment
(C) Administrative convenience
(D) Ability to pay

**124.** 'Reforms in Taxation policies' since the 1990s have generally focused on:
(A) Narrowing the base and complicating the law.
(B) Lowering rates and simplifying the tax laws.
(C) Eliminating direct taxes and relying on indirect ones.
(D) Nationalizing all existing tax collection agencies.

**125.** Arrange the following events/policies in their correct chronological sequence of introduction or prominence in India.
1. New Economic Policy (LPG Reforms)
2. Formulation of the first Industrial Policy Resolution.
3. Enactment of the Fiscal Responsibility and Budget Management Act (FRBMA).
4. Major bank nationalization.

(A) 2, 4, 1, 3
(B) 1, 2, 4, 3
(C) 2, 1, 4, 3
(D) 4, 2, 1, 3

**126.** The primary conflict in the management of Public Enterprises is between their social obligations and:
(A) Strict political neutrality.
(B) Environmental sustainability.
(C) Rapid technological adoption.
(D) Operational commercial viability.

**127.** Which of the following is NOT an instrument of Financial Control by the Legislature?
(A) The appointment of the Finance Minister
(B) The Public Accounts Committee
(C) The Estimates Committee
(D) The debate on the Budget

**128.** What is the most likely consequence of a 'Sunset law' applied to a government agency?
(A) The agency will receive permanent federal funding.
(B) The agency will terminate unless it is reauthorized.
(C) The agency's head will be appointed by the judiciary.
(D) The agency will be privatized by the government.

**129.** The concept of 'Globalization' as part of the LPG reforms refers to:
(A) Focusing exclusively on domestic production and consumption.
(B) Integrating the national economy with the global economy.
(C) Promoting regional political and military conflicts.
(D) The transfer of all public assets to private ownership.

**130.** Consider the following statements about Public Enterprises (PEs):
1. They are businesses owned by the government.
2. The concept of PE was central to the post-independence industrial strategy.
3. Disinvestment policies aim to strengthen government ownership in PEs.
4. The management of PEs involves balancing autonomy with accountability.

Which of the above statement(s) is/are correct?
(A) 1, 2, and 4 only
(B) 1, 3, and 4 only
(C) 2 and 3 only
(D) 1, 2, 3, and 4

**131.** The 'preparation' of the budget involves which of the following activities?
(A) Voting on Demands for Grants in the Lok Sabha.
(B) Auditing of accounts by the C&AG institution.

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(A) private funds, private
(B) public funds, public
(C) public funds, private
(D) private funds, public

**210.** Match the items in List I with those in List II and select the correct answer using the codes given below.
List I: (Term)
P. Zero-Based Budget
Q. C&AG
R. LPG Policy
S. Finance Commission
List II: (Most Appropriate Association)
1. Article 280 of the Constitution
2. 1991 Economic Reforms
3. Justifying every expense item annually
4. Guardian of the Public Purse
Code:
(A) P-3, Q-4, R-2, S-1
(B) P-4, Q-3, R-1, S-2
(C) P-3, Q-1, R-2, S-4
(D) P-2, Q-4, R-1, S-3

**211.** In the budgetary process, what follows 'enactment'?
(A) Preparation
(B) Scrutiny
(C) Execution
(D) Formulation

**212.** Which of the following is a form of 'Public Enterprise'?
(A) A simple private partnership firm.
(B) A small-scale sole proprietorship.
(C) A non-profit cooperative society.
(D) A statutory corporation of the state.

**213.** The industrial policies before 1991 were characterized by:
(A) Free market principles and no government intervention.
(B) A primary focus on privatization and disinvestment.
(C) Extensive licensing and a large role for the public sector.
(D) Complete openness to foreign direct investment.

**214.** The concept of 'fiscal responsibility' as embodied in the FRBMA is primarily concerned with managing the government's:
(A) General foreign policy.
(B) Deficit and debt levels.
(C) Public enterprise performance.
(D) Relationship with state governments.

**215.** The following question consists of two statements, one labeled as Assertion (A) and the other as Reason (R). Examine these two statements carefully and select the correct answer.
**Assertion (A) :** Gender Budgeting is not about creating a separate budget but is a perspective to be applied to the entire budget.
**Reason (R) :** It involves a gender-sensitive analysis of budgetary allocations and their impact to address gender inequalities.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**216.** "Reforms in taxation policies" could include measures like:
(A) The introduction of a Goods and Services Tax (GST).
(B) The nationalization of all industries.
(C) Increasing the number of licensing requirements.
(D) Restricting international trade.

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**217.** The primary purpose of a 'Performance Budget' is to improve:
(A) The analysis of the budget's impact on women.
(B) The long-range planning process.
(C) Administrative accountability by linking funding to results.
(D) The justification of the budget from a zero base.

**218.** The 'scope' of financial administration in a modern state is:
(A) Pervasive, covering all state financial activity.
(B) Narrow, limited only to the keeping of accounts.

(B) The distribution of natural resources.
(C) Fiscal capacity and needs among different levels of government.
(D) The allocation of civil service positions.

**238.** Which of the following correctly identifies an aspect of 'legislative control' over finance?
(A) The Finance Ministry's internal circulars on economy measures.
(B) The C&AG conducting an audit of a department.
(C) The President's decision on the Finance Commission's report.
(D) Examination of Demands for Grants and passing the Appropriation Act.

**239.** The term 'globalization' in the context of the NEP refers to the opening up of the Indian economy to:
(A) Foreign trade and investment.
(B) Only cultural exchanges.
(C) Political ideologies from other countries.
(D) Only neighboring countries.

**240.** The following question consists of two statements, one labeled as Assertion (A) and the other as Reason (R). Examine these two statements carefully and select the correct answer.
**Assertion (A) :** The C&AG's audit is not merely an accounting check but also a scrutiny of wisdom, faithfulness, and economy.
**Reason (R) :** The C&AG can comment on the propriety of expenditure, highlighting cases of waste, extravagance, and inefficiency, even if the spending is technically legal.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**241.** The purpose of a budget extends beyond a mere statement of accounts to serve as a significant tool for:
(A) Documenting historical government expenditure.
(B) Managing and steering the national economy.
(C) Listing government office addresses.
(D) Publishing the names of all government employees.

**242.** A 'progressive' tax system is designed to:
(A) Reduce income inequality.
(B) Increase income inequality.
(C) Maintain the existing level of income inequality.
(D) Be neutral to income inequality.

**243.** The 'problem of autonomy' for public enterprises refers to the need for freedom from:
(A) All forms of public accountability and financial audit.
(B) The laws of the land and judicial oversight.
(C) Unnecessary bureaucratic and political interference.
(D) The need to generate any revenue or profit.

**244.** In the three stages of the budgetary process, the legislature's role is most dominant during:
(A) Preparation
(B) Execution
(C) Auditing
(D) Enactment

**245.** Consider the following statements related to Financial Administration:
1. Public Finance deals with government revenue and expenditure.
2. The Finance Commission is concerned with Union-State financial relations.
3. The C&AG is the supreme audit institution.
4. PPBS, ZBB, and Gender Budgeting are different approaches to budgeting.
5. Disinvestment means the government is investing more in public enterprises.

Which of the above statement(s) is/are correct?
(A) 1, 2, 3, and 4 only
(B) 2, 3, 4, and 5 only
(C) 1, 3, and 5 only
(D) 1, 2, and 5 only

**246.** Consider the following statements and select the correct answer from the options given below.
**Statement I :** The FRBM Act mandates a specific timeline for the reduction of fiscal and revenue deficits.
**Statement II :** Sunset legislation provides for the automatic repeal of a law after a specified period.

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(D) To strengthen the public sector's monopoly.

**228.** The 'execution' stage of the budget is vulnerable to audit objections related to:
(A) The political philosophy behind the budget.
(B) The debates that occurred during enactment.
(C) The economic forecasts used in preparation.
(D) Propriety, regularity, and efficiency of expenditure.

**229.** Which of the following is NOT a form of public enterprise organization?
(A) A departmental undertaking (e.g., Railways).
(B) A statutory corporation (e.g., LIC).
(C) A trust registered under the Indian Trusts Act.
(D) A government company (e.g., BHEL).

**230.** Consider the following statements about the New Economic Policy (NEP):
1. It was launched in 1991.
2. It comprised liberalization, privatization, and globalization.
3. It was a continuation of the old industrial policy.
4. It aimed to increase the role of the public sector in business.

Which of the above statement(s) is/are correct?
(A) 1 and 2 only
(B) 3 and 4 only
(C) 1, 2, and 4 only
(D) 2 and 3 only

**231.** The concept of 'Sunset legislation' is intended to promote:
(A) The creation of permanent government bodies.
(B) The reduction of legislative working hours.
(C) The speedy passage of all bills at the end of a session.
(D) Regular justification for agency existence.

**232.** What is the 'nature' of financial administration?
(A) Managing public funds as part of administration.
(B) It is a purely clerical and bookkeeping function.
(C) It is an independent branch of government.
(D) It is concerned only with the financial activities of private companies.

**233.** The 'Principles of Taxation' guide the formulation of a tax system that should ideally be:
(A) Complex, arbitrary, and inefficient.
(B) Focused only on maximizing revenue regardless of the impact.
(C) Equitable, simple, efficient, and sufficient.
(D) Designed to change unpredictably every year.

**234.** The FRBM Act provides a framework for the central government to move towards:
(A) Fiscal stability and debt sustainability.
(B) Unlimited deficit financing.
(C) A fully privatized economy.
(D) A command-and-control economy.

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**235.** Match the items in List I with those in List II and select the correct answer using the codes given below.
List I: (Budgeting Approach)
P. Gender Budget
Q. Performance Budget
R. Zero-Based Budget
S. PPBS
List II: (Primary Focus)
1. Scrutiny of the 'base' and justification for all expenditure
2. Integration of long-term planning with annual budget
3. Assessment of outcomes and accomplishments
4. Analysis of gender-differentiated impact of policies

Code:
(A) P-4, Q-3, R-1, S-2
(B) P-3, Q-4, R-2, S-1
(C) P-4, Q-1, R-3, S-2
(D) P-2, Q-3, R-1, S-4

**236.** The policy of 'disinvestment' is a key component of the reforms related to:
(A) The Judiciary
(B) Public Enterprises
(C) The Electoral System
(D) Agricultural Subsidies

**237.** The core issue addressed by the Finance Commission is the vertical and horizontal imbalance in:
(A) The number of legislators in Parliament.

(C) The framework of deregulation and promotion of free market competition.
(D) The policy of transferring ownership of public enterprises to private entities.

**253.** What can be inferred as the primary catalyst for the introduction of the LPG policies in 1991?
(A) A period of unprecedented economic growth and surplus.
(B) An ideological shift towards pure socialist principles.
(C) A severe economic crisis involving fiscal and balance of payments issues.
(D) A successful outcome of the mixed economy model's objectives.

**254.** Which component of the LPG policy specifically deals with integrating the Indian economy with the rest of the world?
(A) Liberalization
(B) Privatization
(C) Nationalization
(D) Globalization

**255.** The transition from a mixed economy to the LPG framework signifies a change in the state's role from a primary producer to a:
(A) sole regulator.
(B) dominant owner.
(C) facilitator.
(D) direct competitor.

**Direction :** Please read the following source carefully.

*The New Economic Policy (NEP) of 1991 was a watershed moment, fundamentally altering India's industrial policy landscape that had been in place since independence. Industrial policy post-1947 was characterized by Industrial Policy Resolutions (IPRs) that progressively expanded the state's role. These policies classified industries, reserving key strategic and basic sectors exclusively for the public sector, while subjecting the private sector to stringent licensing and regulation. The objective was to build a strong industrial base, achieve self-sufficiency, and prevent the concentration of economic power. However, this protective regime was often criticized for stifling competition, inhibiting technological upgrades, and fostering inefficiency. The NEP, in contrast, aimed to unshackle the industrial sector. Key reforms included the abolition of industrial licensing for most industries, a significant reduction in the number of sectors reserved for the public sector, and a more welcoming stance towards foreign investment and technology. The Monopolies and Restrictive Trade Practices (MRTP) Act was amended to remove the pre-entry restrictions on large firms for new projects or expansions. This shift in industrial policy was designed to enhance industrial efficiency, competitiveness, and integration with the global economy, moving away from a command-and-control approach to a more market-driven, indicative one.*

Based on the above source, attempt the following five questions.

**256.** According to the passage, what was a primary feature of industrial policy in India before the New Economic Policy (NEP) of 1991?
(A) Complete absence of the public sector in industrial activities.
(B) Reservation of strategic industries for the public sector and stringent licensing.
(C) Unrestricted freedom for private enterprises in all sectors.
(D) Abolition of industrial licensing and promotion of foreign investment.

**257.** The New Economic Policy (NEP) represented a move towards which of the following?
(A) A greater state control and expansion of the public sector.
(B) A reinforcement of protectionist measures and import substitution.
(C) An expansion of the 'Licence Raj' to include new industries.
(D) A more market-driven and competitive industrial environment.

**258.** What was a significant reform related to the MRTP Act as part of the NEP?
(A) Its pre-entry restrictions on the expansion of large firms were removed.
(B) It was introduced for the first time to control monopolies.
(C) It was made more stringent to curb the growth of large firms.
(D) Its scope was expanded to include public sector enterprises.

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(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

**247.** The core idea of 'Government in Business' was most strongly articulated in which policy document?
(A) The New Economic Policy of 1991.
(B) The FRBM Act.
(C) The reports of the Finance Commission.
(D) The Industrial Policy Resolutions of the 1950s.

**248.** The primary task of the Estimates Committee of the Parliament is to:
(A) Report what 'economies' in public expenditure may be effected.
(B) Examine the audit reports of the C&AG.
(C) Scrutinize the accounts of public undertakings.
(D) Allocate time for debates in the House.

**249.** Which of the following pairs is incorrectly matched?
(A) Progressive taxation – Tax rate increases with income
(B) Finance Commission – Union-State financial relations
(C) Proportional taxation – Tax rate increases with income
(D) C&AG – Audit of government accounts

**250.** The comprehensive process that includes resource mobilization, allocation, spending, and audit of public funds is known as:
(A) Financial Administration
(B) Personnel Administration
(C) Corporate Governance
(D) Development Administration

**Direction :** Please read the following source carefully.

*The trajectory of India's economic policy since independence represents a significant evolution from a state-dominated mixed economy to a market-oriented framework driven by liberalization, privatization, and globalization (LPG). The initial post-independence model was heavily influenced by socialist ideals, emphasizing a large public sector, central planning, and a system of licenses and controls known as the 'Licence Raj'. This mixed economy model sought to balance private enterprise with state ownership of key industrial and service sectors, aiming for self-reliance and equitable development. However, by the late 1980s, this inward-looking policy framework faced challenges, including low efficiency, a burgeoning fiscal deficit, and a critical balance of payments crisis. This culminated in the landmark economic reforms of 1991. The LPG policy marked a paradigm shift. Liberalization focused on dismantling the 'Licence Raj', deregulating industries, and opening up sectors previously reserved for the public domain. Privatization involved the transfer of ownership and management of public sector enterprises to private hands. Globalization aimed at integrating the Indian economy with the global economy through reduced tariffs, encouragement of foreign direct investment, and other measures. This transition reflects a fundamental change in the perceived role of the state, moving from a primary producer and regulator to a facilitator of economic activity.*

Based on the above source, attempt the following five questions.

**251.** What was the principal objective of the mixed economy model adopted by India after independence?
(A) To exclusively promote private sector growth through deregulation.
(B) To balance private enterprise with state control for self-reliance and equity.
(C) To integrate the Indian economy completely with the global market.
(D) To immediately privatize all key industrial and service sectors.

**252.** The term 'Licence Raj' is used to describe which feature of India's pre-1991 economic policy?
(A) The comprehensive system of licenses, regulations, and controls on economic activity.
(B) The system of encouraging foreign direct investment through single-window clearance.

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headquarters.
(C) number of employees working in the enterprise.
(D) prevailing international market conditions.

**Direction :** Please read the following source carefully.

*The management of Public Enterprises (PEs) in India has been a complex challenge, primarily revolving around the conflicting demands of accountability and autonomy. As entities funded by public money, PEs are inherently accountable to the government and Parliament for their performance and use of resources. This accountability is enforced through various mechanisms, including parliamentary questions, committee reviews, and audits by the Comptroller and Auditor General. However, an excess of external control can stifle managerial initiative, delay decision-making, and reduce the enterprise's ability to respond swiftly to market changes, thereby undermining its autonomy. The ideal is to strike a balance where PEs have sufficient operational freedom to function on commercial principles while remaining accountable for their results. This persistent problem has been a key driver behind policy reforms, including disinvestment. Disinvestment policy involves the government selling a part or all of its equity stake in PEs to the public or private entities. The objectives of disinvestment are multifaceted: to raise resources for the government, improve the efficiency and performance of PEs through private sector participation and competition, and to broaden public ownership. This policy represents a significant shift from the state as the sole owner to a more supervisory role, reflecting the evolving understanding of government in business.*

Based on the above source, attempt the following five questions.

**266.** What is the central dilemma in the management of Public Enterprises as described in the passage?
(A) The choice between domestic and international markets.
(B) The need to balance public accountability with operational autonomy.
(C) The conflict between generating profits and providing social services.
(D) The decision between employing new technology and preserving jobs.

**267.** According to the text, what is a potential negative consequence of excessive external control over Public Enterprises?
(A) Increased profitability and market share.
(B) Stifled managerial initiative and delayed decision-making.
(C) Enhanced public trust and transparency.
(D) Greater employee motivation and innovation.

**268.** Disinvestment policy in the context of Public Enterprises primarily involves:
(A) the government selling its shareholding in these enterprises.
(B) increasing the government's equity stake to 100%.
(C) shutting down all loss-making public sector units.
(D) placing PEs under the direct control of a government department.

**269.** Which of the following is mentioned as a key objective of disinvestment policy?
(A) To increase the number of government employees.
(B) To eliminate all forms of private sector participation in the economy.
(C) To raise resources for the government and improve PE efficiency.
(D) To ensure PEs are fully exempt from parliamentary accountability.

**270.** The passage suggests that the move towards disinvestment reflects a change in the government's role from:
(A) a facilitator to a sole owner.
(B) a regulator to a direct competitor.
(C) a mere spectator to an active participant.
(D) a sole owner to a supervisor.

**Direction :** Please read the following source carefully.

*Financial administration is a critical component of public administration, concerned with the management of a state's financial resources to achieve its developmental and social objectives. Its nature is both procedural and policy-oriented, encompassing the entire financial lifecycle from revenue generation to expenditure management. The scope of financial administration is vast, covering budgeting, tax administration,*

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**259.** It can be inferred that a major criticism of the pre-1991 industrial policy was that it:
(A) encouraged excessive foreign competition.
(B) led to rapid technological advancement across all sectors.
(C) promoted industrial inefficiency and hindered competition.
(D) resulted in an overly decentralized industrial structure.

**260.** The abolition of industrial licensing for most industries under the NEP was intended to:
(A) encourage private initiative and reduce procedural delays.
(B) increase the government's direct control over industrial production.
(C) reduce the number of industries operating in the country.
(D) reserve more sectors exclusively for public enterprise.

**Direction :** Please read the following source carefully.

*Public Enterprises (PEs) have been a cornerstone of India's development strategy, especially in the initial decades after independence. The concept of government in business was rooted in the need to build a strong industrial base, control the "commanding heights" of the economy, and ensure balanced regional development where private capital was either unwilling or unable to invest. The growth of PEs was substantial, expanding from a handful of entities to cover a vast spectrum of activities, including manufacturing, mining, energy, and services. These enterprises have taken various forms, each with a distinct legal and operational structure. The primary forms include Departmental Undertakings, which are managed directly by a government department (e.g., Railways); Public Corporations, established by a special Act of Parliament or State Legislature defining their powers and functions (e.g., Life Insurance Corporation); and Government Companies, which are registered under the Companies Act and in which the government holds at least 51% of the paid-up share capital. This diversity in form reflects the different objectives and operational requirements of PEs, ranging from direct governmental control to greater commercial flexibility. The choice of form has significant implications for the enterprise's autonomy, accountability, and overall performance.*

Based on the above source, attempt the following five questions.

**261.** What was a primary rationale for the growth of Public Enterprises in post-independence India?
(A) To systematically privatize all state-owned assets.
(B) To compete directly with small-scale private businesses.
(C) To minimize the role of the government in the national economy.
(D) To control key sectors and promote development where private capital was scarce.

**262.** Which form of Public Enterprise is managed directly as part of a government ministry and is financed from the government budget?
(A) Government Company
(B) Departmental Undertaking
(C) Public Corporation
(D) Joint Venture

**263.** A Public Enterprise established by a specific Act of Parliament that defines its powers, functions, and immunities is known as a:
(A) Government Company.
(B) Departmental Undertaking.
(C) Public Corporation.
(D) Private Limited Company.

**264.** What is the defining characteristic of a Government Company form of Public Enterprise?
(A) It is established by a special presidential decree.
(B) It is managed directly by a committee of the Parliament.
(C) It is exempt from all provisions of the Companies Act.
(D) The government holds at least 51% of the paid-up share capital.

**265.** It can be inferred from the passage that the choice of a specific form for a Public Enterprise is most likely influenced by the:
(A) desired level of political interference and commercial freedom.
(B) geographical location of the enterprise's

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(C) Focused only on revenue collection, not expenditure.
(D) Entirely delegated to various private agencies.

**219.** The C&AG of India is appointed by the President and can be removed:
(A) At the absolute pleasure of the President.
(B) By an order of the Union Finance Minister.
(C) By a specific resolution of the NITI Aayog.
(D) Like a judge of the Supreme Court of India.

**220.** Consider the following statements about the budget:
1. It is a statement of estimated revenue and expenditure.
2. It serves as a tool for implementing economic policy.
3. The budgetary process includes preparation, enactment, and execution.
4. The C&AG is responsible for the preparation of the budget.
5. A gender budget is an entirely separate budget document.

Which of the above statement(s) is/are correct?
(A) 1, 2, and 3 only
(B) 2, 4, and 5 only
(C) 1, 3, and 5 only
(D) 1, 2, 3, 4, and 5

**221.** 'Fiscal Federalism' primarily deals with the financial aspects of:
(A) International financial institutions.
(B) Corporate finance.
(C) Inter-governmental relations in a federal setup.
(D) Personal finance management.

**222.** A key objective of the industrial policy shifts since independence has been to:
(A) Promote agriculture at the expense of industry.
(B) Reduce the country's overall economic output.
(C) Dismantle the entire industrial base.
(D) Accelerate industrial growth and development.

**223.** What is the primary characteristic of a 'proportional tax'?
(A) The tax rate is constant regardless of the taxable amount.
(B) The tax rate increases as the taxable amount increases.
(C) The tax rate decreases as the taxable amount increases.
(D) The tax is levied only on corporations.

**224.** 'Disinvestment' is a policy often pursued to:
(A) Increase the government's control over the economy.
(B) Raise non-debt capital and reduce administration.
(C) Create more public sector jobs.
(D) Discourage private investment.

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**225.** Arrange the following financial bodies/ laws in the chronological order of their first establishment or enactment in independent India.
1. Finance Commission
2. Comptroller and Auditor General (under the 1950 Constitution)
3. FRBM Act

(A) 2, 1, 3
(B) 1, 2, 3
(C) 3, 1, 2
(D) 2, 3, 1

**226.** Consider the following statements and select the correct answer from the options given below.
**Statement I :** Parliamentary financial committees provide a mechanism for in-depth legislative scrutiny of executive spending.
**Statement II :** The C&AG functions as a friend, philosopher, and guide to the Public Accounts Committee.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

**227.** The essence of 'liberalization' in the 1991 reforms was:
(A) To nationalize more banks and industries.
(B) To increase import tariffs and restrict trade.
(C) To dismantle the complex web of licenses, controls and permits.

*expenditure control, accounting, and auditing. Its core significance lies in its ability to translate government policies into concrete programs by ensuring the availability and prudent use of funds. At the heart of financial administration is the domain of public finance, which deals with government revenue and expenditure. Revenue administration involves the formulation of tax policies and the efficient collection of various taxes (like income tax, corporate tax, GST) and non-tax revenues (like fees, fines, and profits from public enterprises). Expenditure administration, on the other hand, is concerned with the optimal allocation of resources among competing demands and ensuring that public money is spent economically, efficiently, and for the intended purposes. The effective and transparent management of public revenue and expenditure is fundamental for economic stability, sustainable development, and maintaining the trust of citizens in their government.*

Based on the above source, attempt the following five questions.

**271.** What is the overarching purpose of financial administration?
(A) To exclusively focus on the reduction of government expenditure.
(B) To limit the government's role in economic activities.
(C) To manage state financial resources to achieve policy objectives.
(D) To privatize the collection of all government revenue.

**272.** The domain of public finance, as a core part of financial administration, is primarily concerned with:
(A) international trade regulations.
(B) government revenue and expenditure.
(C) private corporate finance only.
(D) the functioning of the stock market.

**273.** Which of the following best describes the activity of expenditure administration?
(A) Devising new forms of taxation to increase government income.
(B) Auditing the accounts of private corporations.
(C) Selling shares of public enterprises to private investors.
(D) Allocating resources and ensuring public money is spent prudently.

**274.** Based on the passage, the significance of financial administration lies in its ability to:
(A) implement government policies by managing funds effectively.
(B) guarantee profits for all public sector enterprises.
(C) eliminate the need for taxation by generating non-tax revenue.
(D) operate independently of any government policy or objective.

**275.** The collection of fees, fines, and profits from public enterprises falls under which category of public finance?
(A) Expenditure administration
(B) Tax revenue
(C) Non-tax revenue
(D) Fiscal deficit

**Direction :** Please read the following source carefully.

*The budget is the most significant financial document of the government, serving as a comprehensive statement of its estimated revenue and proposed expenditure for a financial year. Its purpose transcends mere accounting; it is a critical tool for policy implementation, economic management, and legislative control. The significance of the budget lies in its multiple functions: it allocates resources to various sectors according to national priorities, acts as an instrument of fiscal policy to influence economic activity, and ensures executive accountability to the legislature. The budgetary process in India is a cyclical and complex exercise involving three main stages: preparation, enactment, and execution. Preparation begins months in advance, with the Ministry of Finance consolidating estimates from various ministries and departments. Enactment is the legislative phase, where the budget is presented to Parliament for debate, scrutiny through parliamentary committees, and eventual approval, culminating in the passing of the Appropriation Bill and the Finance Bill. The Appropriation Bill grants the executive the authority to spend money from the Consolidated Fund of India, while the Finance Bill gives effect to the government's taxation proposals. Finally,*

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*execution involves the actual collection of revenue and disbursement of funds by government agencies throughout the financial year, with concurrent monitoring and control.*

Based on the above source, attempt the following five questions.

**276.** What is the primary purpose of a government budget?
(A) To serve as a statement of estimated revenue and proposed expenditure.
(B) To present a historical record of past expenditures only.
(C) To exclusively list the profits of public sector undertakings.
(D) To detail the financial performance of private companies.

**277.** The legislative approval for the government to withdraw funds from the Consolidated Fund of India is granted through the passing of the:
(A) Finance Bill.
(B) Money Bill.
(C) Budget Estimate Bill.
(D) Appropriation Bill.

**278.** The budgetary process stage where the budget is presented, debated, and approved by the Parliament is known as:
(A) Preparation.
(B) Enactment.
(C) Execution.
(D) Auditing.

**279.** The significance of the budget as an instrument of fiscal policy implies that it is used to:
(A) appoint officials to various ministries.
(B) conduct elections for the legislature.
(C) influence the overall level of economic activity.
(D) amend the fundamental rights of citizens.

**280.** Which bill gives legal effect to the government's proposals for imposing new taxes or altering existing tax structures?
(A) The Appropriation Bill
(B) The Contingency Bill
(C) The Public Accounts Bill
(D) The Finance Bill

**Direction :** Please read the following source carefully.

*Over time, traditional line-item budgeting has evolved to incorporate more sophisticated techniques aimed at improving efficiency, effectiveness, and outcome-orientation. The Planning, Programming, Budgeting System (PPBS) represents one such evolution, emphasizing a long-range planning perspective and the grouping of expenditures into programs designed to achieve specific objectives. It links planning to budgeting by requiring a systematic analysis of alternatives. Another significant type is the Performance Budget, which shifts the focus from inputs (what the government buys) to outputs and outcomes (what it does and what it achieves). It presents the budget in terms of functions, programs, and activities, correlating financial outlays with the physical results expected. Zero-Based Budgeting (ZBB) is a more radical approach that requires every government program to be justified in its entirety each year, as if it were a new initiative. Managers must justify their entire budget request from a "zero base," rather than simply adjusting the previous year's allocation. More recently, Gender Budgeting has emerged as a critical tool for assessing the differential impact of government budgets on men and women. It is not a separate budget for women but an analysis of the government's budget from a gender perspective, aiming to ensure that economic policies and resource allocation are gender-equitable.*

Based on the above source, attempt the following five questions.

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**281.** Which budgeting technique requires the justification of every program from scratch each year, without reference to previous allocations?
(A) Zero-Based Budgeting (ZBB)
(B) Performance Budgeting
(C) Planning, Programming, Budgeting System (PPBS)
(D) Gender Budgeting

**282.** The primary focus of a Performance Budget is on:
(A) the long-range planning of government objectives.
(B) the correlation between financial outlays and physical results.
(C) the amount of financial resources or inputs consumed.

(D) the differential impact of the budget on men and women.

**283.** What is the main objective of Gender Budgeting?
(A) To create a completely separate budget exclusively for women's programs.
(B) To analyze the government's budget to ensure it promotes gender equity.
(C) To reduce overall government spending on all social programs.
(D) To justify all budget items from a starting point of zero.

**284.** The Planning, Programming, Budgeting System (PPBS) is distinguished by its emphasis on:
(A) long-range planning and systematic analysis of alternatives.
(B) short-term expenditure control only.
(C) justifying budget requests based on the previous year's funding.
(D) analyzing the budget's impact on gender relations.

**285.** The shift from traditional budgeting to Performance Budgeting represents a change in focus from:
(A) outputs to inputs.
(B) outcomes to planning.
(C) inputs to outputs and outcomes.
(D) gender analysis to zero-base analysis.

**Direction :** Please read the following source carefully.

*In modern financial administration, ensuring long-term fiscal discipline and sustainability has become a paramount concern for governments worldwide. To institutionalize fiscal prudence, many countries, including India, have enacted specific legislation. The Fiscal Responsibility and Budget Management (FRBMA) Act is a landmark Indian legislation aimed at creating a transparent and rule-based fiscal framework. Its primary objectives are to reduce the country's fiscal deficit, eliminate the revenue deficit, and manage public debt in a sustainable manner over the medium term. The Act mandates the government to place specific fiscal targets and policy statements before Parliament, thereby enhancing transparency and accountability in fiscal operations. Another concept related to legislative and administrative discipline is Sunset Legislation. This refers to a law or provision that ceases to be effective after a specific date unless further legislative action is taken to extend it. The principle behind sunset legislation is to force a periodic review and evaluation of government agencies, programs, and regulations to determine if they are still needed and effective. If a program or agency fails to justify its existence, it is automatically terminated, or "sunsets." This mechanism is designed to prevent the perpetuation of outdated or inefficient government functions and promote accountability.*

Based on the above source, attempt the following five questions.

**286.** What is a primary objective of the Fiscal Responsibility and Budget Management (FRBMA) Act?
(A) To increase the fiscal deficit to stimulate the economy.
(B) To mandate the privatization of all public sector banks.
(C) To remove all legislative oversight of the budget.
(D) To reduce the fiscal deficit and manage public debt sustainably.

**287.** The FRBMA enhances accountability by requiring the government to:
(A) create a separate budget for each government department.
(B) seek judicial approval for all expenditure.
(C) place specific fiscal targets and policy statements before Parliament.
(D) eliminate all forms of taxation.

**288.** What is the core principle of Sunset Legislation?
(A) A law that becomes effective only after a specific date.
(B) A law that automatically terminates on a specific date unless explicitly renewed.
(C) Legislation that applies only to environmental and solar energy issues.
(D) Legislation that provides permanent funding for government agencies.

**289.** The intended purpose of a sunset provision is to:
(A) guarantee the permanent existence of government agencies.
(B) reduce the frequency of legislative sessions.
(C) increase the number of government

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benefit from increased competition, access to modern technology, and the expansion of export opportunities for its domestic industries.

**17.** (B) Surplus Budget
While a fiscal plan might result in more revenue than spending, this outcome is generally considered a state of the accounts rather than a distinct functional budgetary model. Recognized frameworks include those that link funding to specific performance outcomes or those that require a fresh justification for all expenses from a zero base. Such specialized models are designed to improve administrative efficiency and ensure that resources align with policies.

**18.** (A) Preparation, Enactment, Execution
The lifecycle of public financial planning begins with the estimation of revenues and spending needs by the executive departments. Once the plan is drafted, it must undergo legislative scrutiny and approval to become a legal authorization for spending. After receiving this approval, the government agencies proceed to collect funds and incur expenses as outlined, ensuring that public policies are translated into practical administrative actions.

**19.** (C) Parliamentary Committees
These specialized legislative bodies are responsible for the detailed scrutiny of government financial operations and administrative performance. They act as watchdogs by examining audit reports, questioning officials, and reviewing the efficiency of public spending. Their work ensures that the executive remains accountable to the people's representatives for every penny spent from the treasury, thereby upholding the principles of transparency and financial discipline in governance.

**20.** (A) 1, 2, 3, and 4 only
State-owned businesses have evolved through various structural forms as a core part of national industrial strategy since the country gained its independence. These organizations must navigate the complex relationship between maintaining business-like autonomy and being answerable to the public for their performance. While modern policies may reduce the government's stake in these units, they remain subject to various levels of oversight and are never completely independent.

**21.** (C) It is crucial for the implementation of all public policies and programs.
No government initiative can be successfully realized without the effective management and allocation of financial resources. This administrative function provides the necessary funding for social services, infrastructure development, and national security, making it the bedrock of effective governance. By ensuring that funds are available and used correctly, it enables the state to fulfill its promises to the citizens and achieve its long-term development objectives.

**22.** (B) Financial relations between the Union and State governments.
In a multi-layered governance system, this field examines how revenue-raising powers and spending responsibilities are divided among different levels of authority. It involves mechanisms for sharing tax proceeds and providing grants to ensure that all administrative units have sufficient resources to perform their duties. Maintaining a balanced financial relationship is essential for preserving the stability and cooperation required in a diverse and geographically large federal nation.

**23.** (D) Progressive taxation
A system where the proportion of income paid as tax rises along with the total earnings of the individual is a key tool for social justice. It is based on the philosophy that those with a greater financial capacity should contribute more significantly to the support of public services. This approach helps the state generate revenue while also addressing income inequality by redistributing wealth through social welfare programs.

**24.** (A) Process of obtaining legislative approval for the budget.
During this phase, the proposed financial plan is presented to the representatives of the people for debate, scrutiny, and eventual voting. It is a critical democratic step that ensures no taxes are levied and no money is spent without the explicit consent of the legislature. This process transforms a mere administrative proposal into

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*this control is exercised by both the Legislature and the Executive. The Legislature exerts control primarily during the budget enactment phase, through debate, discussion, and voting on grants. Post-expenditure control is carried out by its watchdog committees, notably the Public Accounts Committee (PAC), the Estimates Committee, and the Committee on Public Undertakings. These Parliamentary Committees scrutinize government spending and performance, holding the executive accountable. The executive's own control mechanisms, known as internal financial control, operate before expenditure is incurred. Alongside these, the Comptroller and Auditor General of India (CAG) plays a pivotal role as the supreme audit institution. The CAG is an independent constitutional authority responsible for auditing the accounts of the Union and State governments. Its audit reports are submitted to the President or Governor, who then cause them to be laid before Parliament or the State Legislature. These reports form the basis for the examination conducted by the Public Accounts Committee, thus linking legislative scrutiny with independent audit. Furthermore, taxation policies, which are the bedrock of revenue generation, are guided by principles such as progressivity and proportionality. A progressive tax is one where the tax rate increases as the taxable amount increases, while a proportional tax (or flat tax) applies the same tax rate to all, regardless of income. Tax reforms in India have consistently aimed at rationalizing the tax structure, simplifying procedures, and improving compliance.*

Based on the above source, attempt the following five questions.

**296.** How does the Legislature primarily exercise post-expenditure financial control?
(A) By directly managing the day-to-day spending of ministries.
(B) By refusing to pass the budget at the beginning of the year.
(C) By appointing the Comptroller and Auditor General.
(D) Through the work of its watchdog committees like the PAC.

**297.** What is the role of the Comptroller and Auditor General of India (CAG)?
(A) To audit the accounts of the Union and State governments.
(B) To formulate the annual budget for the Union Government.
(C) To act as the government's primary legal advisor in financial matters.
(D) To collect taxes on behalf of the government.

**298.** The CAG's audit reports are primarily used by which Parliamentary Committee to scrutinize government spending?
(A) The Estimates Committee
(B) The Public Accounts Committee
(C) The Committee on Public Undertakings
(D) The Committee on Government Assurances

**299.** A taxation system where the tax rate increases as a person's income increases is known as:
(A) a proportional tax.
(B) a progressive tax.
(C) a regressive tax.
(D) a value-added tax.

**300.** The passage states that tax reforms in India have aimed at:
(A) rationalizing the tax structure and simplifying procedures.
(B) increasing the complexity of the tax structure.
(C) abolishing all forms of taxation.
(D) making tax laws stricter for public enterprises only.

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**33.** (B) Automatically terminating government programs after a set period.
This legislative mechanism is designed to prevent government agencies or programs from continuing indefinitely without a formal review of their effectiveness. Under this rule, a program will legally expire unless the legislature specifically votes to reauthorize it after evaluating its performance and continued relevance. It serves as a powerful tool for ensuring that public resources are not wasted on outdated or unnecessary administrative functions.

**34.** (A) The actual collection of revenue and incurring of expenditure by government agencies.
Once the financial plan has received legislative approval, the various departments of the government begin the practical work of implementing authorized programs. This phase involves the systematic gathering of taxes and the disbursement of funds for infrastructure, social services, and administrative operations. It is the stage where policy goals are converted into reality, requiring careful management to ensure that spending remains within the limits set by the law.

**35.** (A) P-3, Q-4, R-1, S-2
Different approaches to public finance focus on specific goals, such as linking physical achievements to financial costs or evaluating the differential impact of spending on various societal groups. Some systems prioritize long-range planning, while others demand that every program be justified from a fresh start. Together, these diverse methodologies provide the government with various tools to improve the efficiency, transparency, and social impact of its annual financial planning.

**36.** (D) It manages the machinery and processes of public funds.
Public administration includes a specialized field focused on the systematic oversight of the state's financial resources, from their initial mobilization to their final audit. It involves the structures and procedures necessary for budgeting, accounting, and ensuring that expenditures align with authorized policies. This function is not an isolated activity but is deeply integrated with the implementation of every government program, ensuring that resources are handled with integrity and efficiency.

**37.** (C) A state-led, protectionist model to a more market-oriented model.
The evolution of industrial strategy has seen a move away from heavy state regulation and the reservation of many sectors for government monopolies. The earlier focus on self-reliance through high tariffs and strict licensing has been replaced by a system that encourages private investment and global competition. This transformation reflects a broader change in the role of the state, shifting from a direct controller to a regulator and facilitator.

**38.** (B) Answer to Parliament for performance and use of public funds.
Since these organizations operate using resources derived from the public treasury, they are held to high standards of transparency and oversight by the people's representatives. They are required to submit regular reports and face questioning regarding their financial health and the fulfillment of their assigned social objectives. This system of checks and balances ensures that state-owned businesses remain responsible to the citizens even as they pursue commercial goals in the market.

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**39.** (D) A tool for examining differential budget impacts on genders.
This analytical framework is used to assess how government spending and revenue collection affect men and women differently. Rather than being a separate financial statement, it represents a commitment to ensuring that fiscal policies promote equality and address the specific needs of different groups. By applying this perspective, policymakers can identify gaps in service delivery and make more informed decisions to foster a more inclusive and equitable society.

**40.** (A) Both A and R are true and R is the correct explanation of A.
The office of the auditor general is essential for maintaining financial discipline by verifying that government spending complies with legal authorizations. By submitting detailed findings to the head of state for presentation to the legislature, this institution provides the necessary evidence for public representatives to hold the

and pricing decisions. By decreasing state interference, the policy encourages domestic and foreign investment, leading to faster industrial growth and the modernization of the national economic structure.

**9.** (C) Privatization
This process involves the systematic transfer of control, management, or ownership of government-held assets to private individuals or corporations. It is often implemented to improve the operational efficiency and financial health of enterprises that were previously under state monopoly. By introducing private ownership, the state aims to foster innovation, enhance service delivery, and reduce the financial drain caused by underperforming public sector units.

**10.** (A) P-3, Q-4, R-2, S-1
Economic concepts are defined by their unique roles in national development, such as integrating with global markets or reducing state-imposed licensing requirements. The coexistence of public and private sectors represents a balanced approach to growth, while the transfer of ownership to private hands focuses on efficiency. Together, these elements form a framework that transitions a regulated economy toward a more open and competitive international system.

**11.** (D) To present a financial plan of estimated revenue and expenditure.
A fundamental document in public finance, this plan outlines the projected income and planned spending of the government for the upcoming fiscal year. It serves as a blueprint for implementing national policies and achieving socio-economic objectives through the allocation of resources. Beyond simple accounting, it reflects the state's priorities and provides a mechanism for legislative oversight and administrative accountability regarding public funds.

**12.** (B) Public Enterprises
Organizations managed by the state face a constant struggle between maintaining operational flexibility and adhering to strict standards of public oversight. While they need freedom in day-to-day decision-making to remain competitive, they must also remain answerable to the legislature for their use of taxpayer money. Balancing these competing requirements is essential for ensuring that these entities fulfill their social missions without sacrificing business efficiency.

**13.** (C) The concept, growth, and forms of Public Enterprises.
The involvement of the state in commercial activities encompasses the establishment, evolution, and structural variety of government-owned business units. This area of study examines how the government acts as an entrepreneur to provide essential goods and services that the private sector might overlook. Understanding these organizational models is crucial for analyzing how the state manages commercial responsibilities while pursuing broader public welfare and development.

**14.** (D) Progressive taxation
This principle of public finance stipulates that individuals with higher incomes should contribute a larger percentage of their earnings to the national treasury. It is designed to ensure social equity by distributing the tax burden according to the taxpayer's ability to pay. Such a system helps the state mobilize resources for public welfare while simultaneously working to reduce economic disparities within the broader society.

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**15.** (A) Both A and R are true and R is the correct explanation of A.
The comprehensive policy changes introduced in the early nineties were necessitated by a severe financial crisis involving a shortage of foreign exchange reserves. To restore economic stability, the government shifted from a highly regulated state-centric model to one that embraced market competition and global integration. This fundamental redirection was a direct response to external pressures and the urgent need to modernize the domestic industrial and financial sectors.

**16.** (B) Globalization
The process of opening up the domestic market to international trade, investment, and technological exchange is intended to create a more integrated world economy. It involves reducing barriers to the movement of goods, services, and capital across national borders. By participating in this global system, a country can

regulations without review.
(D) force periodic evaluation and justification of government programs.

**290.** Both FRBMA and Sunset Legislation can be seen as mechanisms designed to promote:
(A) greater accountability and discipline in government operations.
(B) increased government spending without limits.
(C) administrative discretion without oversight.
(D) the expansion of bureaucratic structures.

**Direction :** Please read the following source carefully.

*Fiscal federalism is a central aspect of financial administration in a federal country like India, dealing with the division of financial powers and functions between different levels of government, primarily the Union and the States. The Indian Constitution provides a detailed framework for Union-State financial relations, demarcating the taxation powers and expenditure responsibilities of each. This division aims to match resources with responsibilities, but often leads to a vertical fiscal imbalance, where the Union government has greater revenue-raising powers while states have larger expenditure responsibilities in areas like public health, education, and law and order. To address this imbalance and ensure an equitable distribution of resources, the Constitution provides for a mechanism of fiscal transfers. A key institution in this process is the Finance Commission, a quasi-judicial body constituted periodically by the President of India. The Finance Commission's primary role is to make recommendations on the distribution of the net proceeds of taxes between the Union and the States (vertical devolution) and the allocation of these proceeds among the States themselves (horizontal devolution). Its recommendations, though not binding, are given great weight and form the basis for intergovernmental fiscal transfers, playing a crucial role in maintaining the financial stability and balance of the federation.*

Based on the above source, attempt the following five questions.

**291.** What is the core subject of Fiscal Federalism?
(A) The conduct of international diplomacy by state governments.
(B) The process of amending the national constitution.
(C) The division of financial powers and functions between Union and State governments.
(D) The management of private sector financial institutions.

**292.** A "vertical fiscal imbalance" in the Indian context refers to the situation where:
(A) the Union has greater revenue powers while states have large expenditure responsibilities.
(B) states have more revenue-raising powers than the Union.
(C) the judiciary has control over the Union's finances.
(D) all levels of government have identical financial powers and responsibilities.

**293.** What is the primary constitutional body responsible for recommending the distribution of tax revenues between the Union and the States?
(A) The Planning Commission
(B) The National Development Council
(C) The Reserve Bank of India
(D) The Finance Commission

**294.** The process of recommending the allocation of financial resources among the various states is referred to as:
(A) vertical devolution.
(B) horizontal devolution.
(C) fiscal consolidation.
(D) revenue deficit.

**295.** According to the passage, the recommendations of the Finance Commission are crucial for:
(A) conducting national elections.
(B) appointing governors to the states.
(C) addressing fiscal imbalances and ensuring equitable resource distribution.
(D) formulating foreign policy.

**Direction :** Please read the following source carefully.

*Effective financial control is essential to ensure that public funds are raised and spent in accordance with the law and with due regard to economy and efficiency. In India's parliamentary system,*

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a legally binding act, providing the necessary authority for the government to operate.

**25.** (A) 4, 3, 2, 1
The cycle of public finance begins with the technical estimation of needs and proceeds through formal presentation to the legislative body. Following this, specialized committees conduct a rigorous examination of the spending requests to ensure efficiency and propriety. Finally, the approved plans are put into action by government departments, who collect the necessary revenue and disburse funds for the various authorized programs and public services.

**26.** (A) Zero-Based Budget (ZBB)
This rigorous approach to financial planning requires every government department to justify its entire spending request from the ground up each year. Unlike traditional methods that only review incremental changes from the previous period, this system treats every program as if it were new. It is designed to eliminate waste and ensure that resources are allocated based on current priorities rather than historical spending patterns or organizational inertia.

**27.** (D) Fiscal discipline and macroeconomic stability.
This legislative framework was introduced to institutionalize a sense of responsibility in government spending and debt management. By setting specific targets for reducing deficits, the law aims to ensure long-term financial health and prevent excessive borrowing that could harm the national economy. It promotes transparency and requires the government to be more accountable for its fiscal decisions, ultimately fostering a more stable environment for national growth.

**28.** (B) Finance Commission
This constitutional body is established periodically to evaluate the financial needs of both the central and regional governments. Its primary responsibility is to recommend a fair distribution of tax revenues and determine the principles for providing grants-in-aid to the states. By addressing fiscal imbalances, it ensures that all levels of government have the resources necessary to implement their development programs and maintain administrative stability across the nation.

**29.** (C) Liberalization - Increased government control
Economic reforms usually focus on decreasing the state's role in regulating industrial and commercial activities to encourage market competition. A policy that seeks to expand state intervention would be the opposite of the trend toward an open and flexible economy. While concepts like globalization and privatization move toward greater integration and private participation, liberalization specifically targets the reduction of bureaucratic hurdles and the elimination of unnecessary government licensing requirements.

**30.** (A) 1, 2, and 4 only
Modern financial systems utilize diverse methodologies, such as linking spending to specific goals or justifying all expenses from a fresh start each period. Some frameworks integrate long-term objectives with yearly financial planning to ensure consistency in development. While gender-sensitive analysis is an important tool for evaluating the impact of policies on different groups, it is typically an analytical approach applied to the entire budget rather than a separate document.

**31.** (A) Executive accountability to the legislature in financial matters.
This independent constitutional authority acts as a watchdog to ensure that the government spends public money exactly as authorized by the representatives of the people. By auditing accounts and submitting detailed reports, the office identifies instances of waste, inefficiency, or unauthorized spending. This scrutiny is essential for maintaining the rule of law and ensuring that the executive remains responsible for its financial conduct before the legislative body.

**32.** (B) Proportional taxation
In this type of tax system, every taxpayer contributes the same percentage of their income, regardless of whether they earn a small or large amount. It is characterized by its simplicity and uniform application, as the tax rate does not fluctuate based on the level of earnings. While it maintains a consistent ratio across all groups, it is often contrasted with systems where the rate increases as the income rises.

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# ANSWERS

1. (B) Mixed Economy
This economic structure is defined by the strategic coexistence of both state-owned enterprises and private businesses within the same national framework. Historically, this approach served as the foundation of Indian development strategy after independence, allowing the government to control vital industries while permitting private initiative. It seeks to balance social welfare objectives with the efficiency and competitive spirit of the private sector.

2. (A) Both Statement I and Statement II are correct.
The policy shift in the early nineties moved the nation away from a heavily regulated state-led model toward a market-oriented framework. This new approach prioritized the removal of industrial licenses and promoted the integration of the domestic market with global trade systems. Key pillars of this transformation included reducing state monopolies and encouraging private investment to enhance economic efficiency and technological progress.

3. (C) Liberalization
This specific component of economic reform refers to the process of removing government-imposed restrictions on trade and industrial activities to foster competition. It involves the simplification of licensing procedures, reduction of tariffs, and the elimination of bureaucratic hurdles that hinder business growth. By easing these controls, the state encourages a more flexible and dynamic economic environment driven by market demand and private enterprise.

4. (D) Expanding government ownership and control over enterprises.
The primary aim of selling government stakes in public sector units is to mobilize financial resources and reduce the fiscal burden on the treasury. This policy focuses on improving the performance of enterprises by introducing private sector management practices and market discipline. It represents a deliberate retreat by the state from non-strategic commercial activities to focus more on core administrative and social responsibilities.

5. (A) 1, 2, and 3 only
The shift toward a more open market involved reducing administrative hurdles and fostering greater participation from private entities in various economic sectors. National policies aimed to integrate the domestic economy with international markets while minimizing state intervention in commercial decisions. However, the process generally moves toward transferring ownership to private hands rather than increasing public control, making the expansion of state ownership inconsistent with these reforms.

6. (B) Financial Administration
This administrative branch focuses on the systematic management of the state's monetary resources, including the acquisition of revenue and the planning of expenditures. It involves complex processes such as budget preparation, accounting, and auditing to ensure that public funds are used effectively for societal welfare. Maintaining transparency and accountability in the handling of treasury assets is a vital function for achieving national development goals.

7. (D) The government
These entities are business organizations established and managed by the state to provide essential services or manufacture goods in the public interest. They are funded through the national treasury and are expected to fulfill social objectives while maintaining operational viability. Such organizations were historically positioned at the commanding heights of the economy to ensure that vital resources remained under the control of the public authority.

8. (A) Liberalization
The reduction of administrative controls and the simplification of industrial regulations are intended to promote a more competitive and efficient business climate. This process involves dismantling the license-permit system and allowing market forces to determine production

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executive accountable. This process of external audit is a cornerstone of democratic governance, ensuring that the public purse is protected from mismanagement and waste.

**41.** (C) The process of budget approval
The primary way the legislature maintains oversight over the executive is through the power to grant or withhold the funds necessary for government operations. By debating and voting on the annual financial plan, the people's representatives can influence policy priorities and set limits on spending. This mechanism ensures that the government cannot function without the consent of the legislature, thereby upholding the principle of no taxation or spending without representation.

**42.** (A) A budget presenting programs by functions and activities.
This specialized approach to financial planning organizes the budget according to the specific services and goals the government intends to achieve. It emphasizes the relationship between the money spent and the actual work performed, allowing for a clearer assessment of administrative efficiency. By focusing on outputs and accomplishments rather than just lists of supplies and salaries, it provides a more meaningful way to evaluate the effectiveness of public programs.

**43.** (D) Selling its shareholding in public enterprises.
The policy of reducing the state's equity in government-owned companies is designed to bring in private investment and improve organizational performance. By selling these shares, the government generates non-debt capital that can be used for infrastructure and social development. This process also aims to introduce market discipline and more modern management practices into enterprises that may have previously suffered from bureaucratic inefficiency or a lack of commercial focus.

**44.** (B) A privately-owned family business
Organizations that are entirely owned, managed, and funded by private individuals do not fall under the category of state-controlled commercial entities. Public enterprises are specifically those businesses where the government holds significant ownership and exercises control to achieve both economic and social objectives. These can be structured as departments, statutory bodies, or government companies, but they are all characterized by their ultimate accountability to the state and the public.

**45.** (A) 1, 2, 3, 4, and 5
The field of managing public funds encompasses a wide variety of institutions, legislative acts, and modern analytical techniques. It includes the study of inter-governmental financial relations, the role of supreme audit institutions, and the laws designed to enforce fiscal discipline. Additionally, contemporary methods such as gender-sensitive analysis and rules for the periodic review of government programs are essential topics for understanding how modern states handle their financial and administrative responsibilities.

**46.** (A) Statement I is correct, but Statement II is incorrect.
Efforts to improve the tax system focus on making it more efficient and ensuring that the burden is distributed fairly across society. While some systems apply a flat rate, the concept of social justice is better served by models where the rate increases as the taxpayer's income grows. A uniform rate for everyone regardless of their financial status is not consistent with the principle of taxing individuals based on their ability to pay.

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**47.** (A) The process from budget preparation to audit and accountability.
The management of public finance is a comprehensive cycle that begins with the estimation of resources and concludes with a rigorous review of how those resources were used. It covers the drafting of the financial plan, its legislative approval, the actual collection and spending of funds, and the subsequent examination of accounts. This pervasive function ensures that every government activity is supported by authorized funding and that the executive remains answerable for its financial conduct.

**48.** (B) The existence and operation of Public Enterprises.
When the state takes on the role of an entrepreneur by owning and managing commercial

organizations, it is actively participating in the business world. These entities are created to manufacture products or provide services that are considered essential for national growth and social welfare. This direct involvement allows the government to influence the economy not just through regulation and taxes, but through the direct operation of major industrial and commercial units.

**49.** (B) To integrate long-term planning with the annual budget.
This sophisticated system was developed to ensure that yearly financial allocations are aligned with the government's broader, multi-year strategic objectives. It involves a detailed analysis of various programs to determine the most cost-effective way to achieve desired outcomes over an extended period. By linking systematic planning and program evaluation with the budgeting process, it helps the state make more rational and objective decisions regarding the use of limited public resources.

**50.** (A) Finance Ministry regulation of spending departments.
Within the government, a central authority is responsible for ensuring that all departments manage their allocated funds prudently and stay within their approved limits. This internal oversight involves reviewing spending proposals, issuing guidelines for economy, and monitoring the flow of cash to prevent waste. This type of control is different from legislative oversight, as it focuses on the daily administrative management of the treasury by the executive branch itself.

**51.** (C) Operational flexibility and quick decision-making similar to private businesses.
For state-owned companies to succeed in a competitive market, they require the freedom to make timely choices regarding their internal management and commercial strategies. Without this independence from rigid bureaucratic rules, these enterprises may struggle to adapt to changing market conditions or technological advancements. Providing a degree of self-governance allows them to operate more efficiently while still being held accountable for their overall performance and the fulfillment of their public mission.

**52.** (D) Industrial policy emphasizing a leading state role.
In the years following independence, the national strategy for development placed the government at the center of industrial growth, particularly in capital-intensive sectors. It was believed that only the state had the resources and the motivation to build the infrastructure necessary for a modern economy. This led to the creation of numerous large-scale enterprises owned by the public, which were intended to serve as the primary drivers of industrialization and social progress.

**53.** (C) Progressive Taxation - Higher income groups pay a higher percentage of their income as tax.
This principle of taxation is rooted in the concept of equity, where the financial contribution expected from an individual increases in proportion to their earnings. By applying higher rates to those with greater wealth, the state can generate more revenue while minimizing the burden on low-income citizens. This system is a common feature of modern economies, as it helps to fund public services while simultaneously working to reduce disparities in wealth and income.

**54.** (B) Executive branch, led by the Ministry of Finance.
The initial stage of the budgetary cycle is a technical and administrative task that involves gathering data on the funding needs of all government departments. A central finance office coordinates these requests, evaluates revenue projections, and drafts the overall financial plan for the coming year. This process requires a deep understanding of the government's policy priorities and the current state of the national economy, ensuring that the final proposal is realistic and coherent.

**55.** (A) 1, 2, and 4 only
The supreme audit institution of the country serves as a vital link in the chain of financial accountability between the government and the legislature. It is responsible for verifying the accuracy and legality of all public accounts, identifying any deviations from authorized spending plans. The detailed reports produced by this office are essential tools for legislative committees, which use them to conduct a rigorous examination of the executive's financial

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performance and overall administrative efficiency.

**56.** (A) It aimed to increase the role of public sector monopolies.
The economic transformation initiated in the early nineties was characterized by a move toward market competition and the reduction of state-imposed restrictions. It focused on opening up the economy to private investment and international trade while decreasing the government's direct involvement in commercial activities. Therefore, any policy that sought to strengthen state-controlled monopolies would be entirely inconsistent with the spirit of liberalization and privatization that defined these fundamental economic and administrative reforms.

**57.** (C) Fiscal Federalism
This field of study explores the financial arrangements and interactions between different levels of government in a multi-tiered political system. It focuses on how revenue-raising powers are distributed and how funds are shared between the central authority and regional units. Establishing a fair and sustainable mechanism for these transfers is essential for ensuring that all levels of government can provide necessary services to their citizens while maintaining national economic stability.

**58.** (A) Modernize and rationalize the tax structure and administration.
Efforts to update national revenue policies generally aim to simplify the legal framework and make the collection process more efficient for both the government and the taxpayers. This involves lowering rates to encourage compliance, broadening the tax base to ensure fairness, and utilizing technology to reduce bureaucratic hurdles. Such changes are intended to create a more stable and predictable financial environment that supports industrial growth and enhances the overall transparency of public finance.

**59.** (D) Public control and operational business efficiency.
The management of state-owned companies involves a fundamental tension between the need for public oversight and the requirement for commercial flexibility. While the legislature must ensure that taxpayer funds are used responsibly, excessive interference can hinder the ability of these enterprises to compete effectively in the market. Finding the right balance allows these organizations to fulfill their social responsibilities without sacrificing the agility and innovation necessary for modern business success.

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**60.** (A) P-2, Q-3, R-2, S-1
The management of national finances involves several key institutions and legal frameworks, each with a distinct role in ensuring stability and accountability. Some bodies are responsible for the external audit of accounts, while others recommend the fair sharing of revenue between different levels of government. Legislative committees provide direct oversight of spending, and specific laws set the targets for maintaining fiscal discipline, creating a comprehensive system for the prudent administration of public resources.

**61.** (C) Committee on Public Undertakings
This specialized legislative body is tasked with the detailed examination of the performance and financial health of government-owned commercial organizations. It reviews the audit findings provided by the supreme audit institution to identify instances of mismanagement or inefficiency in these enterprises. By questioning officials and investigating accounts, the committee ensures that these businesses remain accountable to the public for their use of resources and the achievement of their assigned social objectives.

**62.** (D) Political and administrative accountability.
The annual financial plan is much more than a simple list of numbers; it is a vital tool for ensuring that the government remains answerable for its policies and actions. By requiring legislative approval for every expenditure, the process forces the executive to defend its priorities and demonstrate efficiency in its operations. This oversight ensures that the administration remains responsive to the needs of the people and adheres to the principles of democratic governance.

**63.** (A) Market forces
The transition away from a heavily regulated state-led economy means that production, pricing, and

ensuring that the national debt does not reach levels that could threaten economic stability. By committing to these principles, the state can foster long-term growth, maintain the confidence of investors, and ensure that future generations are not burdened by excessive financial liabilities incurred by current administrative decisions.

**79.** (A) The judiciary's power of judicial review over financial legislation.
The legislature maintains control over public finance through several direct mechanisms, such as the debate on the annual financial plan and the work of specialized oversight committees. These processes ensure that the government cannot collect taxes or spend money without the explicit consent of the people's representatives. While the courts can interpret laws, the actual authorization and subsequent scrutiny of government spending are functions performed within the legislative framework to ensure administrative accountability.

**80.** (A) 1, 2, and 3 only
In a system where authority is divided between central and regional levels, the financial relationship between these layers is governed by specific constitutional principles and institutional recommendations. This includes the distribution of powers to levy taxes and the mechanisms for sharing revenue to meet different developmental needs. Such arrangements are essential for the smooth functioning of a federal state, where both central and state governments must have the resources necessary to perform their respective duties.

**81.** (B) Zero-Based Budget (ZBB)
This intensive budgeting method requires every department to justify its entire spending request from a fresh start, rather than just explaining changes from the previous year. By evaluating every program as if it were new, this system helps to identify and eliminate outdated or inefficient activities that might otherwise continue due to historical precedent. It provides a powerful tool for the government to realign its spending with current policy priorities and ensure maximum value for public funds.

**82.** (A) The initial decades after independence, under a planned economy model.
During the early stages of national development, the state took a central role in building the industrial base of the country. This led to a significant expansion of government-owned enterprises, particularly in sectors like steel, power, and heavy machinery, which were considered the commanding heights of the economy. This strategy was based on the belief that the state was best positioned to mobilize the large-scale investment needed for industrialization and to ensure social equity.

**83.** (C) The rate of tax increases as the ability to pay increases.
This principle of taxation ensures that the financial burden of supporting public services is distributed according to the taxpayer's capacity. As an individual's income grows, they are required to contribute a larger proportion of their earnings to the national treasury. This approach is widely used in modern economies as a tool for social justice, helping to generate the resources needed for public welfare while simultaneously working to reduce disparities in wealth across society.

**84.** (D) Public Accounts Committee (PAC)
This vital legislative body is responsible for the detailed examination of how the government has spent the funds authorized by the people's representatives. It relies heavily on the reports provided by the supreme audit institution to identify any instances of waste, inefficiency, or unauthorized expenditure. By questioning officials and investigating these findings, the committee ensures that the executive remains accountable for its financial conduct and that public resources are used effectively and legally.

**85.** (A) P-3, Q-1, R-4, S-2
Different economic and administrative concepts work together to manage public resources and ensure accountability. Some policies focus on reducing state ownership in commercial units, while others use legislative rules to periodically review and potentially terminate government programs. Systems of taxation and parliamentary oversight committees provide the necessary framework for fair revenue collection and the detailed scrutiny of government spending,

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essential for maintaining the transparency and accountability required in the administration of resources for public welfare.

**71.** (D) Perpetual agency existence without periodic review.
This type of legislation provides a mechanism for the systematic evaluation of government programs by setting a date on which they will legally expire. To continue operating, the agency or program must undergo a rigorous review by the legislature to prove its ongoing effectiveness and necessity. This prevents the buildup of unnecessary bureaucracy and ensures that public resources are not diverted to outdated functions that no longer serve a useful purpose for society.

**72.** (A) Enhance competitiveness and efficiency in the industrial sector.
The fundamental goal of the economic changes introduced in the early nineties was to revitalize the national industry by reducing state intervention and opening up the market. By dismantling the system of licenses and allowing for more private and foreign participation, the government aimed to foster innovation and improve the quality of domestic products. These reforms were intended to create a more dynamic environment where businesses could thrive and compete effectively on a global scale.

**73.** (C) Lifeblood of public administration.
The effective management of financial resources is fundamental to the operation of any government, as no program can be executed without adequate funding. It provides the means for hiring personnel, building infrastructure, and delivering essential services to the citizens. Because every administrative action has a financial implication, the systems for budgeting, accounting, and auditing are central to the overall health and success of the entire governance framework in any modern state.

**74.** (A) Recommend the division of tax revenues between the Union and the States.
In a federal system, a specialized body is needed to ensure that all levels of government have a fair share of the nation's financial resources. Its role is to analyze the revenue-raising capacity and the spending needs of different authorities and suggest a balanced formula for sharing tax proceeds. This function is essential for maintaining fiscal harmony and ensuring that regional governments can fulfill their administrative and developmental responsibilities toward their local populations.

**75.** (A) 2, 1, 3
The evolution of national policy began with a heavily regulated model that combined state control with private sector participation in a planned framework. Following a period of economic challenges, the country shifted toward a system of liberalization and global integration to encourage market competition. In more recent years, this has been followed by a greater focus on reducing the government's direct role in commercial enterprises and maintaining a more disciplined approach to public finance.

**76.** (B) They operate with the primary motive of profit maximization, just like private companies.
While government-owned commercial units strive to be operationally efficient, their ultimate purpose is often to serve the public interest and achieve specific social objectives. They may be required to provide essential services even if they are not highly profitable, setting them apart from purely private businesses. These organizations are structured in various ways and must balance their commercial activities with strict standards of public accountability and legislative oversight for their use of resources.

**77.** (C) Gender Budget
This analytical tool is used to evaluate how government policies and financial allocations impact different segments of society based on their gender. It is not a separate financial statement but a method of ensuring that the entire budget promotes equality and addresses the specific needs and vulnerabilities of various groups. By incorporating this perspective, the state can more effectively allocate resources to reduce disparities and improve the overall social well-being of all its citizens.

**78.** (D) Manage finances prudently while controlling deficits.
The concept of fiscal discipline requires the government to maintain a sustainable balance between its revenue and its expenditures. It involves setting legal limits on borrowing and

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regional units, the management of financial relations between these layers is a critical issue. It involves determining which level of government has the power to collect specific revenues and how those funds should be shared to ensure that all administrative bodies can fulfill their responsibilities. Maintaining a balanced and fair relationship is essential for preserving national stability and ensuring the effective delivery of public services across different regions.

**123.** (D) Ability to pay
This principle of revenue collection is based on the idea that those with a greater financial capacity should contribute a larger proportion of their income to support public services. It ensures that the tax burden is distributed fairly across society, with lower-income individuals paying a smaller percentage of their earnings. This approach is widely considered a key tool for social justice in modern states, helping to fund essential welfare programs while simultaneously working to reduce economic disparities among the citizens.

**124.** (B) Lowering rates and simplifying the tax laws.
Efforts to update national revenue policies since the early nineties have focused on creating a more efficient and user-friendly system. By reducing high rates and streamlining complex regulations, the government aims to encourage better compliance and expand the number of citizens who contribute to the treasury. These reforms are intended to foster a more stable and predictable financial environment that supports industrial growth and enhances the overall transparency and effectiveness of the public financial administration system.

**125.** (A) 2, 4, 1, 3
The evolution of economic strategy in the country began with early industrial resolutions and significant moves like the nationalization of major financial institutions to strengthen state control. This was later followed by a fundamental shift toward opening the economy to global trade and reducing government regulations to foster market competition. More recently, the state has institutionalized fiscal discipline through specific legislative acts, creating a more structured and transparent framework for managing the nation's financial and commercial responsibilities in a modern world.

**126.** (D) Operational commercial viability.
State-owned companies must constantly navigate the tension between their social responsibilities and the need to remain financially stable and competitive. While they are often tasked with providing essential services or supporting national goals that may not be profitable, they also need to operate efficiently to avoid becoming a burden on the public treasury. Managing these competing priorities requires careful leadership to ensure that the enterprise can fulfill its public purpose without sacrificing the operational health necessary for its long-term survival.

**127.** (A) The appointment of the Finance Minister
The legislature maintains control over the public purse through several formal mechanisms, such as the debate and approval of the annual budget and the work of specialized oversight committees. These processes ensure that the government cannot collect taxes or spend money without the explicit consent of the people's representatives. While the executive manages the day-to-day administration and appoints its own leadership, the legal authorization and subsequent scrutiny of government spending are functions performed within the legislative framework to ensure accountability.

**128.** (B) The agency will terminate unless it is reauthorized.
This type of rule provides for the automatic expiration of a government program or department after a set period, unless the legislature specifically votes to continue it. This mechanism forces a regular and systematic evaluation of the program's effectiveness and continued necessity for society. By requiring a new authorization, it ensures that public resources are not wasted on outdated bureaucratic functions and that the administration remains responsive to the changing needs and priorities of the citizens.

**129.** (B) Integrating the national economy with the global economy.
This process involves opening up domestic markets to international trade, investment, and technological exchange to create a more connected world. It focuses on reducing barriers

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ensuring that the entire financial administration remains responsive to the needs and priorities of the nation.

**86.** (B) Balance of Payments
The comprehensive economic reforms introduced in the early nineties were triggered by a severe financial emergency where the nation faced a critical shortage of foreign exchange. This crisis made it difficult to pay for essential imports and meet international debt obligations, forcing a fundamental rethink of national strategy. The resulting shift toward liberalization and global integration was intended to stabilize the economy, attract foreign investment, and modernize the industrial sector to prevent such crises in the future.

**87.** (D) Judicial review
The lifecycle of public finance involves several distinct phases, starting with the technical estimation of resources and spending needs. This is followed by the process of obtaining formal approval from the legislature and the practical implementation of authorized programs by government departments. Each stage is essential for ensuring that public funds are managed systematically and that the administration remains accountable for its conduct, though the overall process is primarily a function of the executive and legislative branches.

**88.** (A) Vertical and horizontal fiscal imbalances.
In a multi-layered government system, there is often a mismatch between the revenue-raising powers of different authorities and their respective spending responsibilities. A specialized body is required to recommend a fair distribution of tax proceeds between the central and regional governments and to ensure that all units have the resources needed to provide essential services. By addressing these disparities, the system promotes fiscal harmony and supports the balanced development of all regions within the national territory.

**89.** (A) Both Statement I and Statement II are incorrect.
Oversight of public finance is divided between different branches of government, each with a specific role. One type of control is exercised by the people's representatives through the debate and approval of the annual financial plan, while another type involves internal management within the government to ensure that departments spend their funds prudently. Neither of these functions should be confused with the other, as they provide distinct but complementary layers of accountability in the management of public resources.

**90.** (A) Both A and R are true and R is the correct explanation of A.
Traditional methods of budgeting often focus on the inputs the government buys, such as salaries and supplies, but modern approaches prioritize what is actually achieved with those resources. By organizing the budget around specific functions and activities, the state can more clearly link its spending to the delivery of public services and outcomes. This shift in focus improves administrative transparency and provides a more meaningful basis for evaluating the effectiveness and efficiency of various government programs.

**91.** (D) Selling PSU shares to private investors.
This policy involves the deliberate reduction of the government's ownership and control over commercial enterprises by transferring equity to private individuals or corporations. It is often implemented to improve the financial health and operational efficiency of these units by introducing market discipline and more modern management practices. By reducing the state's direct role in the business sector, the policy aims to foster a more competitive environment and mobilize resources for broader social and economic development.

**92.** (A) Day-to-day operational decision-making.
For government-owned companies to remain competitive and efficient, they must have the freedom to manage their internal affairs and commercial strategies without constant interference from central bureaucracies. This flexibility allows them to respond quickly to market changes, adopt new technologies, and make prudent business choices. While they remain answerable to the public for their overall performance, a degree of self-governance is essential for their success as viable commercial entities in a modern economic environment.

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**93.** (C) Borrowing and run high fiscal deficits.
Specific legislative frameworks have been established to ensure that the government manages its finances in a responsible manner and avoids excessive debt. These rules set clear targets for reducing the gap between revenue and expenditure, encouraging the administration to live within its means. By institutionalizing fiscal discipline, the law aims to maintain macroeconomic stability, prevent inflation, and ensure that the national economy remains healthy and sustainable for the benefit of both current and future generations.

**94.** (D) Public Accounts Committee
This specialized legislative body performs a critical oversight function by conducting a detailed examination of government spending after it has occurred. It reviews the audit findings of the supreme audit institution to identify any instances of waste, inefficiency, or unauthorized expenditure. By holding officials accountable for their financial decisions, the committee serves as a guardian of the public interest, ensuring that taxpayer money is used legally and effectively to achieve the nation's authorized policy goals.

**95.** (A) 1 and 2 only
The evolution of industrial strategy began with a model where the state held the commanding heights of the economy through numerous public sector enterprises. This was later followed by a fundamental shift toward reducing regulation and opening the country to global trade and investment to foster market competition. These two distinct phases reflect a broader change in the role of the government, moving from a direct producer to a regulator and facilitator of a more open and integrated national economic system.

**96.** (B) Fiscal Federalism
In a country with a multi-tiered governance structure, the financial interactions and arrangements between central and regional authorities are a vital area of administration. This field covers the distribution of tax-raising powers, the sharing of revenue, and the mechanisms for providing grants to ensure that all levels of government can perform their duties. Managing these complex relationships effectively is essential for maintaining national stability and ensuring the balanced development of all parts of the diverse and geographically large country.

**97.** (B) The tax rate is variable in progressive taxation and fixed in proportional taxation.
Different tax systems use different methods to determine the contribution expected from each individual. One approach keeps the percentage of income paid as tax constant for everyone, regardless of their total earnings. Another model uses a fluctuating rate that increases as the taxpayer's income rises, ensuring that those with a greater financial capacity contribute more to the support of public services. This distinction is fundamental to the design of revenue policies and the pursuit of social equity within the nation.

**98.** (A) An instrument of economic policy implementation.
The annual financial plan is the primary tool used by the government to translate its political and social goals into practical administrative actions. By allocating resources to specific sectors like infrastructure, healthcare, or education, the budget steers the direction of national development. It reflects the state's priorities and provides the funding necessary to execute the programs and policies that have been authorized by the people's representatives, making it the bedrock of effective governance and societal progress.

NODIA

**99.** (C) Accountability
State-owned enterprises face a constant challenge in balancing their need for operational flexibility with the requirement for strict public oversight. While they must be free to make commercial decisions to remain competitive, they are also using public resources and must be answerable to the legislature for their performance. This tension between self-governance and responsibility to the public is a central issue in the management of these organizations, as both elements are necessary for their long-term success and legitimacy.

**100.** (D) Execution and Audit
The final stages of the cycle of public finance ensure that the funds authorized by the legislature are used correctly and efficiently by government departments. After the revenue is collected and programs are implemented, a

rigorous external examination of the accounts is conducted to verify the legality and propriety of every expenditure. This process is essential for identifying any instances of mismanagement or waste, thereby maintaining the integrity of the financial system and ensuring that the executive remains answerable.

**101.** (C) Parliament, ministries, and the public.
The oversight of government-owned commercial organizations involves multiple layers of responsibility, as they use resources derived from the people to serve national interests. These enterprises must report to central departments for administrative guidance and face detailed questioning from legislative committees regarding their performance and financial health. This complex web of accountability ensures that these businesses remain responsive to the priorities of the nation and operate with the transparency and integrity expected of a state-funded institution.

**102.** (B) Disinvestment Policy
The strategic reduction of government ownership in public sector units is a core part of modern economic strategy. By selling equity to private investors, the state aims to bring in fresh capital and introduce market-oriented management practices to improve efficiency. This policy reflects a move away from state monopolies and toward a more competitive environment, allowing the government to focus its resources on essential social services while encouraging private sector participation in commercial and industrial activities.

**103.** (D) Periodic evaluation of government programs.
By establishing a specific date for the legal expiration of a program, the legislature forces a systematic review of its continued relevance and effectiveness. To remain in operation, the agency must prove to the people's representatives that it still serves a useful purpose and uses its resources efficiently. This process prevents the buildup of unnecessary bureaucracy and ensures that the state can reallocate funds from outdated programs to meet more pressing social and administrative needs.

**104.** (A) Financial allocations with measurable outcomes.
This modern approach to budgeting shifts the focus away from simply listing the items a government buys toward evaluating the actual services and results achieved with public funds. By organizing financial requests around specific programs and their expected accomplishments, the state can more clearly demonstrate the value provided to the citizens. This linkage improves administrative efficiency and provides a more objective basis for the legislature to monitor performance and hold the executive accountable for its spending decisions.

**105.** (A) 1, 2, and 3 only
The legislature maintains a powerful role in oversight through the approval of the annual financial plan and the work of specialized committees that conduct detailed examinations of government spending. These bodies rely on independent audit reports to identify any mismanagement or waste, ensuring that the executive remains responsible for its use of public funds. While the administration has the power to manage daily operations, it must always work within the limits and priorities set by the people's representatives.

**106.** (A) Zero-Based Budget - Justifies only new expenditures
Different budgeting methodologies are designed to achieve specific goals, such as linking planning with annual spending or ensuring that programs are evaluated based on their actual results. Some approaches focus on the differential impact of policies on various societal groups to promote equality. However, a system that requires every program to be justified from a fresh start, regardless of whether it is new or existing, provides a much more rigorous level of scrutiny to eliminate waste and prioritize current needs.

**107.** (D) Facilitator and regulator of the economy.
The evolution of economic policy has transformed the role of the government from being a direct owner and operator of industrial units to one that provides the framework for private sector growth. Instead of controlling every detail of production and trade, the state now focuses on setting fair rules, ensuring competition, and protecting the interests of consumers. This shift allows for

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a more dynamic and market-driven economy where the government supports development without stifling innovation through excessive administrative interference.

**108.** (B) Legislature
The process of transforming a proposed financial plan into a legally binding authority for revenue collection and spending is a fundamental democratic function. It occurs when the people's representatives debate the government's priorities, scrutinize the individual requests for funds, and formally vote to grant the necessary permissions. This step ensures that the executive cannot operate the public purse without the explicit consent and oversight of the legislature, thereby upholding the core principles of representative and accountable governance.

**109.** (C) Every budget item must be justified anew.
This rigorous approach to financial management requires that every government department re-evaluate all its programs and activities each year as if they were being proposed for the first time. It moves away from the traditional practice of simply reviewing incremental increases, forcing administrators to prove the continued necessity and efficiency of every expenditure. By starting from a base of zero, this method helps the government eliminate wasteful or outdated practices and align its resources more closely with current national priorities.

**110.** (A) P-4, Q-3, R-2, S-1
The management of national resources involves a variety of institutions and processes, from the technical cycle of budget preparation to the role of supreme audit bodies. It also covers the complex financial relationships between different levels of government in a federal system and the broad policy reforms that have opened the economy to global competition. Together, these elements form a comprehensive framework for ensuring that public funds are mobilized, allocated, and audited in a transparent and effective manner.

**111.** (A) Fiscal deficit and revenue deficit.
To ensure long-term economic stability, the government has established legislative targets to reduce the gap between its total income and its spending. By committing to these goals, the state aims to maintain a disciplined approach to borrowing and prevent the buildup of unsustainable debt that could harm the national economy. This focus on financial responsibility promotes transparency in governance and creates a more stable environment for industrial growth and overall social and economic development.

**112.** (B) Privatization and Disinvestment
The earlier model of state involvement in commercial activities, where the government directly owned and managed numerous industrial enterprises, has been significantly transformed by more recent policies. By selling ownership stakes and transferring control to private investors, the state is moving away from its role as an entrepreneur. This shift is intended to improve the efficiency of these organizations through market discipline while allowing the government to focus its resources and efforts on its core administrative and social responsibilities.

**113.** (B) Remains constant as income increases.
In this type of tax system, every individual pays the same proportion of their earnings to the government, regardless of whether their income is high or low. The ratio of the contribution to the total earnings stays uniform for all taxpayers, which simplifies the administrative process and ensures a consistent rule for everyone. While it provides a predictable and flat structure for revenue collection, it is often discussed in contrast to systems where the rate fluctuates based on earnings.

**114.** (A) Statement I is incorrect, but Statement II is correct.
A specialized body established by the national constitution is responsible for recommending how tax revenues should be shared between the central and regional governments. It evaluates the financial needs and capacities of different authorities to ensure a fair distribution of resources across the federal system. While its role is defined by the basic law of the land rather than a simple legislative act, its recommendations are essential for maintaining fiscal harmony and administrative stability in a multi-tiered state.

**115.** (A) Both A and R are true and R is the correct explanation of A.
State-owned companies must operate in a complex environment where they are expected

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to be commercially successful while remaining answerable to the public for their conduct. For these enterprises to be efficient, they need the freedom to make independent business decisions, yet their use of public funds requires strict oversight by the people's representatives. Managing this tension is a central challenge, as finding the right balance between flexibility and responsibility is key to their long-term viability and social impact.

**116.** (D) The Finance Ministry issuing instructions to other departments to curb wasteful expenditure.
Oversight of public finance occurs through both legislative and administrative channels to ensure that funds are used legally and efficiently. While the people's representatives maintain control through the debate and approval of the budget and the work of specialized committees, the government itself also performs internal management functions. This internal oversight involves the central finance department monitoring the spending of other agencies, which is a key part of executive management rather than the broader system of democratic legislative control.

**117.** (C) Reduce state control over economic activities and promote competition.
The fundamental goal of the policy changes introduced in the early nineties was to revitalize the national economy by dismantling the complex system of licenses and government restrictions. By easing these controls, the state aimed to encourage private initiative, foster innovation, and create a more dynamic and competitive business environment. These reforms were intended to modernize the domestic industrial sector and improve its ability to produce high-quality goods and services that can compete effectively in both local and global markets.

**118.** (B) Executive agencies and government departments.
After the financial plan has received formal authorization from the legislature, the practical work of gathering revenue and spending funds begins. This responsibility falls to the various administrative units of the government, which must ensure that programs are implemented effectively and that all expenditures comply with the approved rules and limits. This phase is critical for translating policy goals into reality, requiring careful management and internal oversight to prevent waste and ensure that public resources are used as intended.

**119.** (D) Comptroller and Auditor General of India
This independent constitutional authority is tasked with ensuring that the government manages public funds with integrity and in accordance with the law. By auditing accounts and reporting findings to the legislature, the office acts as a vital check on the executive's financial conduct. Its role as a watchdog is essential for maintaining transparency and accountability, protecting the public purse from mismanagement, and providing the objective information necessary for the people's representatives to exercise their oversight effectively.

**120.** (A) Statement 4
Modern financial systems utilize several methodologies to improve the efficiency and impact of government spending. These include linking annual requests to long-term goals, evaluating programs based on their actual results, and demanding fresh justifications for all expenses from a ground of zero. While a gender-sensitive analysis is an important tool for assessing how policies affect different societal groups, it is an analytical perspective applied to the entire financial plan rather than a separate, independent budget document for specific populations.

**121.** (C) Translate government policies and programs into reality.
The management of financial resources is the essential mechanism through which a state realizes its social and economic objectives. Without the effective mobilization and allocation of funds, even the best-designed public policies would remain mere promises on paper. By providing the necessary financial support for healthcare, education, infrastructure, and security, this administrative function enables the government to deliver essential services to its citizens and achieve its broader goals for national development and societal well-being.

**122.** (A) Federal
In a political system where authority is shared between a central government and several

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investment decisions are increasingly determined by supply and demand. This approach reduces the reliance on centralized planning and government-issued licenses, allowing for greater competition and innovation among private businesses. By embracing this model, the state seeks to enhance economic efficiency and better integrate the domestic industrial sector with the dynamic and competitive global trade environment.

**64.** (B) Equitable and efficient
A well-designed revenue system should distribute the financial burden fairly across different segments of society while minimizing the costs of collection and compliance. It should be based on clear rules that are easy for citizens to understand and should not discourage productivity or economic growth. By ensuring that the system is both just and practical, the state can generate the necessary funds for public services while maintaining the trust and cooperation of the taxpayers.

**65.** (A) Both A and R are true and R is the correct explanation of A.
In a large and diverse nation, managing public finances requires a structured relationship between central and regional authorities. This involves clearly defining who has the power to collect specific taxes and establishing a transparent system for redistributing those funds to meet various local needs. Such a framework is essential for maintaining national unity and ensuring that all parts of the country have the resources required to provide essential public services and infrastructure.

**66.** (A) Planning, Programming, Budgeting System
This integrated approach to financial management focuses on aligning annual spending with long-term strategic goals through a systematic analysis of programs. It involves evaluating different alternatives to determine the most effective way to achieve desired outcomes over several years. By linking the planning process directly with the allocation of resources, this system helps the government make more informed and rational decisions, ensuring that public funds are used to support coherent and well-defined policy objectives.

**67.** (C) Balancing commercial goals with social objectives.
State-owned enterprises must navigate a complex path where they are expected to run as efficient businesses while also fulfilling broader societal missions. They might be required to provide services in remote areas or support specific industries, even if these actions are not immediately profitable. Managing these conflicting priorities requires careful leadership to ensure that the organization remains financially viable without abandoning the public purpose for which it was originally established by the state.

**68.** (D) Auditor and watchdog of the public purse.
This independent constitutional authority plays a critical role in the system of checks and balances by verifying that government expenditure is legal and efficient. By conducting thorough examinations of public accounts, the office provides an objective assessment of whether funds were used for their intended purpose. Its findings are essential for maintaining transparency and ensuring that the administration remains answerable for any mismanagement or waste of the resources provided by the taxpayers.

NODIA

**69.** (A) Statement I is incorrect, but Statement II is correct.
Modern economic policies often focus on reducing the state's direct involvement in commercial enterprises by selling its ownership stakes to private investors. This is done to improve efficiency and raise funds for other developmental needs. At the same time, the government implements legislative frameworks to ensure that it manages its own finances responsibly and maintains a stable macroeconomic environment. These two strategies work together to foster a more modern and disciplined national economy.

**70.** (A) 1, 2, 3, and 5 only
The management of public funds is a comprehensive field that involves both the collection of revenue and the planning of expenditures through a systematic budgetary process. It is closely linked to the overall economic goals of the nation and requires a structured relationship between different levels of government in a federal setup. Ensuring legislative oversight of these processes is

to the movement of goods, services, and capital across national borders, allowing local industries to compete on a larger stage. By participating in this system, a country can benefit from increased competition and access to modern technology, leading to faster industrial growth and a more dynamic and modern national economic structure.

**130.** (A) 1, 2, and 4 only
Government-owned commercial units were central to the country's development strategy in the years following independence, serving as the primary drivers of industrialization. These organizations face the unique challenge of balancing their need for operational independence with their accountability to the public through the legislature. While modern reforms have seen the state reduce its direct role in some areas, the core concepts of state ownership and the management of these complex enterprises remain important topics for understanding national economic and administrative history.

**131.** (C) Finance Ministry estimation of revenue and spending.
The first stage of the cycle of public finance is a technical and administrative task where the government identifies its funding needs and projected income for the coming year. A central authority coordinates the requests from various departments and evaluates the overall economic situation to draft a coherent financial plan. This process is essential for ensuring that the final proposal presented to the legislature is realistic, balanced, and aligned with the state's broader policy goals and development priorities.

**132.** (D) President of India
The national head of state is responsible for establishing a specialized body every few years to evaluate and recommend the distribution of financial resources within the federal system. This constitutional duty ensures that a fair and transparent mechanism is in place for sharing tax revenues between central and regional authorities. By appointing the members of this body, the president helps to maintain the fiscal balance and administrative stability necessary for the effective functioning of a multi-layered governance structure across the country.

**133.** (C) Public Accounts Committee
This vital legislative body is tasked with the detailed examination of how the government has used the funds granted by the people's representatives. It relies on the findings of the supreme audit institution to verify that every expenditure was authorized and made in accordance with the law. By questioning officials and investigating any instances of mismanagement or waste, the committee ensures that the executive remains responsible for its financial conduct and that public resources are used effectively for their intended purposes.

**134.** (B) The Appropriation Act and the Finance Act.
The legislative stage of the budgetary process concludes with the formal passing of laws that grant the government the authority to collect taxes and spend money. These legal documents transform the proposed financial plan into a binding act of parliament, providing the necessary permissions for administrative departments to operate. Without this explicit authorization, the executive would have no legal power to manage the public purse, making this a critical step in the system of democratic checks and balances and financial oversight.

**135.** (A) P-3, Q-1, R-2, S-4
Different specialized bodies within the legislature perform unique oversight functions, from evaluating government spending proposals for potential economies to scrutinizing the accounts of state-owned commercial units. Some committees focus on examining the detailed audit reports of the supreme audit institution to identify waste or inefficiency, while others manage the schedule of legislative business. Together, these bodies ensure that every aspect of the government's financial and administrative conduct is subject to thorough and transparent scrutiny by the people's representatives.

NODIA

**136.** (A) Inefficiency, low growth, and a foreign exchange crisis.
The fundamental redirection of economic policy in the early nineties was driven by a need to address deep-seated financial challenges and industrial stagnation. A severe shortage of foreign currency reserves made it difficult to meet international obligations, necessitating a move toward market competition and global integration. By reducing

implementation of authorized programs. This detailed examination ensures that the executive remains accountable to the people's representatives for every penny spent from the treasury, upholding the principles of transparency and financial discipline in the overall management of the nation.

**179.** (C) Percentage burden on everyone, regardless of income.
In this type of tax system, every individual pays the same proportion of their earnings to support public services, ensuring a consistent rule for all taxpayers. Whether an income is high or low, the ratio of the contribution to the total earnings stays uniform, which simplifies the administration of revenue collection. While this provides a flat and predictable structure, it is often discussed in comparison to other models designed to distribute the financial burden based on each person's capacity to pay.

**180.** (A) 1, 2, 3, and 4
The lifecycle of public finance involves a coordinated series of stages, from the technical estimation of resources to the final audit of how they were used. It starts with the technical work of the administration, followed by the process of obtaining formal approval from the legislature. Once authorized, the government agencies implement the programs, after which an independent examination of accounts ensures that every expenditure was legal and efficient, maintaining the integrity and accountability of the entire system.

**181.** (C) A strategic co-existence of public sector and private sector.
This economic model is characterized by a balanced approach where both state-owned enterprises and private businesses operate simultaneously within the national framework. Historically, it served as the foundation of development strategy after independence, allowing the government to control vital industries while permitting private initiative in other sectors. This framework seeks to achieve social welfare goals through state planning while also benefiting from the efficiency and innovative spirit of private competition to drive overall national growth.

**182.** (B) Reducing government regulation of the economy.
The fundamental goal of the policy changes introduced in the nineties was to revitalize the national economy by dismantling the complex system of licenses and state-imposed restrictions. By easing these controls, the government aimed to encourage private initiative, foster innovation, and create a more dynamic and competitive business environment. These reforms were intended to modernize the domestic industrial sector and improve its ability to produce high-quality goods and services that can compete effectively in both local and global markets.

**183.** (D) Fiscal Federalism
In a system with a multi-tiered governance structure, a specialized constitutional body is established periodically to evaluate and recommend the distribution of financial resources between central and regional authorities. This ensures a fair and transparent mechanism for sharing tax revenues and granting funds to regional governments to perform their duties. Effective management of these complex relationships is essential for maintaining national stability and ensuring that all levels of government have the resources required to provide essential public services to their citizens.

**184.** (A) Operational Autonomy and Public Accountability.
State-owned enterprises must navigate a complex path where they are expected to run as efficient businesses while remaining answerable to the public for their conduct. For these organizations to be competitive, they need the freedom to make independent business decisions, but their use of public funds requires strict oversight by the people's representatives. Finding the right balance between this flexibility and responsibility is a central challenge in their management, as both are necessary for their long-term viability and social impact.

**185.** (A) P-4, Q-1, R-3, S-2
National economic and administrative strategy has evolved through different phases, from early models focused on building a strong public sector to more recent reforms based on market competition and global integration. These changes include reducing state licensing,

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resources for public welfare without significantly increasing the burden on individual taxpayers. These reforms are intended to foster a stable financial environment that supports industrial growth and enhances the state's ability to fund essential infrastructure, social services, and other national development priorities.

**144.** (B) Long-term macro stability via fiscal prudence.
Specific legislative acts have been introduced to ensure that the government manages the national finances in a responsible and sustainable manner. By setting legal limits on borrowing and deficits, these rules promote transparency and encourage the administration to focus on its long-term financial health. This disciplined approach is intended to maintain macroeconomic stability, prevent excessive debt, and create a predictable environment that fosters industrial growth and protects the interests of both current and future generations of citizens.

**145.** (A) 1, 2, 3, and 4 only
The legislature maintains control over public finance through several mechanisms, from the initial granting of funds in the annual budget to the subsequent scrutiny of expenditures through specialized committees. These processes ensure that the government can only spend money for authorized purposes and must defend its performance before the people's representatives. While the administration is responsible for day-to-day management, it remains subject to rigorous oversight through the debate on budget requests and the examination of audit reports from the supreme institution.

**146.** (A) Outcomes and activities, not just line-item expenditures.
Organising the annual financial plan around specific programs and their accomplishments provides a clearer view of what the government actually achieves with public funds. Unlike traditional methods that simply list the items purchased, this approach links spending directly to the delivery of services and the fulfillment of policy goals. This shift in focus improves administrative transparency and provides a more meaningful basis for evaluating the effectiveness of government activities and holding officials accountable for their performance and use of resources.

**147.** (C) Parliamentary questions, debates, and committees.
Since government-owned companies use resources derived from the public, they are held to high standards of transparency through regular legislative oversight. Members of the legislature can query officials regarding the performance of these enterprises and conduct detailed investigations into their accounts through specialized committees. This system of checks and balances ensures that state-owned businesses remain responsible to the people for their conduct and that they continue to fulfill the social and economic missions for which they were created.

**148.** (D) The income and spending of the government.
Public finance is primarily concerned with how the state mobilizes the resources necessary for its operations and how it allocates those funds to various programs and services. It involves the study of taxation, public borrowing, and the planning and execution of the annual budget to ensure that the administration can fulfill its developmental and social objectives. Effective management of these financial flows is essential for maintaining national economic stability and providing the infrastructure and services required by the citizens.

**149.** (C) Generally accepted by the Union Government.
Recommendations made by the specialized body responsible for evaluating inter-governmental financial relations are typically adopted by the central authority as a matter of established practice. These suggestions provide the framework for sharing tax revenues and granting funds to regional governments to ensure they can perform their duties. While not strictly legally binding, this convention maintains stability and trust within the federal system, ensuring a predictable and fair distribution of resources that supports the balanced development of the entire nation.

NODIA

**150.** (B) Resource allocation based on objective analysis.
This integrated budgeting system focuses on aligning financial decisions with long-term strategic goals by using systematic evaluation to determine the most effective way to use limited resources. It involves a detailed study of various

administrative oversight is essential for the day-to-day prudent handling of the treasury and is distinct from the broader system of democratic scrutiny and approval performed by the people's representatives in the legislature.

**165.** (A) Both A and R are true and R is the correct explanation of A.
The comprehensive policy changes introduced in the early nineties represented a significant shift in national strategy away from heavy state regulation and toward a more open and market-oriented framework. These reforms emphasized dismantling the system of licenses, encouraging private investment, and integrating the domestic economy with global trade. This fundamental redirection was a response to internal economic challenges and external pressures, aiming to modernize the industrial sector and create a more dynamic and competitive environment for national growth and development.

**166.** (B) Outline economic and social policy priorities.
The annual financial plan is the main document through which the government sets its direction for the development of the nation. It serves as a tool for implementing the state's political goals by allocating resources to specific programs like healthcare, education, and infrastructure. By requiring legislative approval for these priorities, the process ensures that the administration remains accountable and that public funds are used effectively to achieve the social and economic outcomes authorized by the people's representatives for society.

**167.** (D) Arbitrary Taxation
A well-structured revenue system should be based on clear and fair rules that ensure the financial burden is distributed reasonably across society. Recognized principles include taxing individuals based on their capacity to pay and ensuring that the collection process is both efficient and equitable. Systems that lack predictability or are based on inconsistent rules would undermine public trust and discourage economic productivity, making them the opposite of the transparent and disciplined frameworks required for modern national financial administration and societal well-being.

**168.** (A) Broad social and public service objectives.
State-owned companies must operate in a complex environment where they are expected to be commercially successful while also fulfilling specific national goals that may not be immediately profitable. This might involve providing services to remote areas or supporting industries that are critical for development. Managing these competing priorities requires careful leadership to ensure that the organization remains operationally viable without abandoning the public mission for which it was created, highlighting the unique nature of government involvement in business.

**169.** (C) Post-facto check for legality and economy.
The supreme audit institution of the country performs a rigorous examination of government accounts after the money has been spent to ensure it was used according to authorized rules. This independent review identifies instances of waste, inefficiency, or mismanagement and reports them to the legislature for scrutiny. Its role is essential for maintaining the integrity of the financial system and providing the objective information necessary for the people's representatives to exercise their democratic oversight and hold the administration accountable.

**170.** (A) 1, 3, and 4 only
The management of public funds involves a system of checks and balances where both the executive and legislative branches play critical roles. Control is exercised through the process of debating and approving the annual budget and through the work of specialized oversight committees that scrutinize government spending. This framework ensures that public resources are used legally and efficiently for authorized purposes, maintaining a high standard of transparency and accountability in the administration of the nation's financial and commercial responsibilities for the public.

**171.** (D) Fiscal discipline
Specific legislative acts have been introduced to institutionalize a sense of responsibility in the management of national finances by setting legal limits on borrowing and deficits. By committing to these targets, the government aims to ensure long-term stability and prevent the buildup of unsustainable debt that could harm the economy.

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funds were handled correctly. By investigating these findings, the people's representatives can hold the administration accountable for its performance and ensure that the executive remains responsible for its use of the resources provided by the taxpayers.

**158.** (D) Unitary state
The management of financial relations between different levels of government is a central issue only in systems where authority and revenue-raising powers are shared between central and regional units. In a political structure where all power is concentrated in a single central body, there is no need for complex mechanisms to sharing taxes or balancing fiscal capacity among different layers. Such arrangements are fundamental to the stability and effectiveness of federal states but would have no relevance in more centralized forms of governance.

**159.** (A) Ensure fiscal policy promotes gender equality.
This analytical tool is used to assess the impact of government spending and revenue policies on different groups in society to ensure fairness and social justice. By evaluating how financial decisions affect men and women differently, policymakers can identify and address gaps in service delivery and resource allocation. This approach represents a commitment to using the national budget as a tool for reducing disparities and improving the overall well-being and equality of all citizens within the framework of national development.

**160.** (A) P-3, Q-1, R-4, S-2
Various institutional mechanisms and policy frameworks are used to manage the national finances and ensure accountability and social justice. These include systems that link funding to specific results, constitutional bodies that recommend a fair distribution of resources between different levels of government, and legislative acts that set targets for fiscal discipline. Together with principles that ensure individuals contribute according to their capacity, these elements form a comprehensive and transparent system for the prudent administration of public funds and social welfare.

**161.** (B) Nationalization
The policy of reducing the government's ownership and control over commercial enterprises is based on the principles of market competition and private participation. This approach is the fundamental opposite of a strategy where the state takes over private businesses to bring them under public management. While more recent reforms focus on selling equity to improve efficiency, the earlier model was characterized by expanding the role of the government as a direct producer and owner of various industrial and commercial units across the country.

**162.** (A) Both Statement I and Statement II are incorrect.
The management of public finance involves a clear division of responsibilities between different branches of government. The technical cycle begins with the estimation of needs by the administration, followed by the process of obtaining formal approval from the legislature. Once the plan is legally authorized, the executive departments are responsible for the practical work of implementation. Neither of these stages is the exclusive domain of a single branch, as both are necessary parts of a coordinated system of checks and balances and oversight.

NODIA

**163.** (C) 'Commanding heights' of the economy.
In the years following independence, the national development strategy focused on the state maintaining control over key sectors like steel, power, and heavy industry. It was believed that these vital areas were essential for building a modern economy and that only the government had the resources and motivation to manage them in the public interest. This led to a significant expansion of state-owned enterprises, which were intended to serve as the primary drivers of industrialization and to ensure social equity for all citizens.

**164.** (D) Ministry of Finance oversight of departments.
Internal management of public funds is primarily conducted by a central authority within the government that monitors the spending of all other agencies. This involves reviewing funding requests, issuing guidelines for economy, and ensuring that all expenditures stay within the limits authorized by the law. This type of

state control and opening up the country to private investment, the government aimed to revitalize the economy, foster innovation, and build a more efficient and dynamic industrial sector that could sustain long-term growth.

**137.** (C) Nationalization
The comprehensive economic transformation initiated in the nineties was based on the principles of liberalization, privatization, and globalization to encourage market competition and international trade. This approach focused on reducing the state's direct role in the economy and dismantling the system of licenses and government restrictions. Therefore, any policy that sought to expand government ownership and control over private industries would be entirely inconsistent with the broader trend toward creating a more open and market-driven national economic and administrative framework.

**138.** (A) Vertical equity
This principle of taxation ensures that the financial burden of supporting public services is distributed fairly among different groups based on their capacity to pay. By requiring individuals with higher incomes to contribute a larger proportion of their earnings, the state promotes a sense of social justice and reduces the disparity in the impact of taxes on the wealthy versus the poor. This approach is fundamental to the design of revenue policies that aim to fund essential public welfare programs while fostering a more equitable society.

**139.** (A) Statement I is incorrect, but Statement II is correct.
The supreme audit institution of the country performs a post-facto review of government accounts to ensure that all spending was legal and efficient. While it identifies instances of waste or mismanagement and reports them to the legislature, it does not have the power to directly stop an expenditure or personally enforce the recovery of funds from officials. Its role is primarily to provide the objective information necessary for the people's representatives to exercise their democratic oversight and hold the administration accountable.

**140.** (A) Both A and R are true and R is the correct explanation of A.
This intensive method of financial planning represents a significant change from traditional practices that only review minor adjustments to previous spending. By requiring that every program and activity be justified from a base of zero each year, the system forces a comprehensive evaluation of its continued relevance and efficiency. This process helps the government eliminate outdated or wasteful practices and ensures that public resources are allocated based on current priorities rather than simply following historical spending patterns.

**141.** (C) Different levels of sought autonomy and control.
Government-owned commercial units are structured in various ways, such as departments or statutory bodies, to reflect the specific balance needed between operational flexibility and public oversight. Some organizations require more independence to compete effectively in the market, while others must remain under closer administrative supervision due to their critical social or strategic importance. These diverse forms allow the state to manage its commercial responsibilities in a flexible manner that matches the unique needs and goals of different sectors.

**142.** (D) Pervasive, affecting every government activity.
The management of financial resources is not an isolated function but is deeply integrated with every aspect of public administration and policy implementation. From the initial estimation of needs to the final audit of expenditures, every program depends on the systematic mobilization and allocation of funds. This comprehensive function ensures that resources are handled with transparency and integrity, providing the essential support necessary for the government to deliver services and achieve its developmental objectives for the entire nation.

**143.** (A) Improving tax buoyancy and the tax-to-GDP ratio.
Efforts to update national revenue policies aim to create a system where tax collections grow naturally as the economy expands. By simplifying laws and making the collection process more efficient, the government can generate more

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This disciplined approach promotes transparency and encourages the administration to manage public resources in a sustainable manner, creating a predictable environment that supports industrial growth and national development.

**172.** (B) Mismatch between the revenue-raising powers and spending responsibilities of the states.
In a federal system, there is often a fundamental imbalance where the central authority has more power to collect major taxes while regional governments are responsible for the most significant social services. Managing this relationship requires fair mechanisms for sharing tax revenues and providing grants to ensure that all levels of government have the resources necessary to perform their duties. Addressing these disparities is essential for maintaining national unity and supporting the balanced development of all regions within the multi-layered state.

**173.** (C) 1991
A fundamental transformation of national economic strategy was initiated in the early nineties to address deep-seated financial challenges and industrial stagnation. This major shift emphasized reducing state regulation, opening the country to global competition, and encouraging private sector participation. These reforms marked a significant departure from the earlier model of a heavily regulated economy, leading to a new era of growth and modernization that has shaped the direction of national development and administrative practice for more than three decades.

**174.** (D) To raise capital and improve PSU efficiency.
The strategic reduction of state ownership in commercial enterprises is intended to mobilize resources for public development and introduce market discipline to improve performance. By selling equity to private investors, the government aims to encourage more modern management practices and innovation within organizations that may have previously suffered from bureaucratic hurdles. This policy reflects a move toward a more competitive environment, allowing the state to focus its efforts on its core social and administrative responsibilities for the citizens.

**175.** (A) 1, 2, 3, 4
The evolution of public financial management has seen a transition from traditional methods that focus on listing individual items of expenditure to more sophisticated systems. These newer approaches organize the budget around specific functions and goals, integrate long-term planning with annual spending, and require programs to be evaluated based on their actual results or justified from a fresh start each year. Together, these diverse methodologies have improved the transparency and effectiveness of how governments plan and manage the nation's financial resources.

**176.** (B) Ownership by the state
While government-owned commercial units may operate in the same market as private companies, their ultimate purpose and accountability are fundamentally different. These organizations are established and managed by the public authority to provide essential services or manufacture goods that support national development and social welfare. This connection to the government ensures that their activities are subject to legislative oversight and that they serve a broader mission beyond simple profit maximization, distinguishing them from purely private business enterprises.

NODIA

**177.** (B) Automatic review and potential termination of government programs.
This legislative tool provides for the systematic evaluation of government programs by setting a specific date for their legal expiration unless they are reauthorized. To continue operating, an agency must prove its ongoing effectiveness and necessity to the people's representatives through a rigorous review process. This mechanism ensures that public resources are not wasted on outdated or unnecessary bureaucratic functions, maintaining a high standard of administrative transparency and responsiveness to the changing needs and priorities of the national population.

**178.** (A) Detailed legislative scrutiny of the executive.
Specialized bodies within the legislature provide the necessary oversight for government financial conduct by conducting in-depth investigations into spending and performance. They review audit findings, question officials, and identify any instances of waste or inefficiency in the

programs to identify those that offer the greatest benefit relative to their costs over an extended period. By linking planning and program analysis with the budgeting process, the government can make more rational and objective choices that ensure public funds support coherent policy objectives.

**151.** (D) Selling a government steel plant to a private firm.
This policy involves the deliberate transfer of state-owned commercial assets to private individuals or corporations to improve operational efficiency and reduce the government's direct involvement in the business sector. It is often implemented to introduce market discipline and more modern management practices into enterprises that may have previously suffered from bureaucratic hurdles. By selling these units, the state can also generate resources for other developmental priorities while fostering a more competitive and dynamic national economy.

**152.** (A) Public policy and governance mechanisms.
The annual financial plan is the primary document through which the government sets its priorities and directs the development of the nation. Beyond simple accounting, it reflects the state's social and economic goals and provides the funding necessary to execute the programs and services authorized by the people's representatives. By allocating resources to specific sectors, the budget serves as a powerful tool for steering the economy, promoting social welfare, and ensuring that the administration remains accountable and effective.

**153.** (C) Regressive tax
A tax system where the financial burden falls more heavily on individuals with lower incomes in proportion to their earnings can have a significant impact on social equity. In such cases, the rate of contribution decreases as a taxpayer's income rises, meaning those with less financial capacity are paying a larger percentage of their resources to support public services. This approach is often criticized for increasing economic disparities and is typically contrasted with systems designed to tax individuals based on their ability to pay.

**154.** (A) Promoting efficiency, flexibility, and initiative.
For state-owned companies to succeed as viable businesses, they need the freedom to manage their internal operations and respond quickly to changes in the market. Providing a degree of independence from rigid bureaucratic rules allows these organizations to be more innovative and adapt their commercial strategies effectively. While they remain answerable to the public for their overall performance, this operational flexibility is essential for their success as competitive entities and for achieving the social and economic goals set by the state.

**155.** (A) 1 and 2 only
National economic strategy has evolved from a model that combined state control with private enterprise toward a more open system based on market competition and global integration. These fundamental changes were initiated in the early nineties to revitalize the industrial sector and address deep-seated financial challenges. The transition reflects a broader shift in the role of the government, moving away from heavy regulation and toward a more flexible framework that encourages private investment and supports a dynamic and integrated national economic system.

**156.** (B) Misappropriation and wasteful expenditure.
The phase of implementing authorized programs involves the practical handling of large sums of public money, which can sometimes lead to mismanagement or unauthorized spending. Without careful administrative oversight and internal controls, funds may be diverted from their intended purposes or spent inefficiently by various government departments. This risk highlights the importance of rigorous monitoring and subsequent external audits to ensure that public resources are used with integrity and provide the maximum value for the citizens as authorized by the legislature.

**157.** (C) Comptroller and Auditor General of India
Detailed reports produced by the supreme audit institution serve as the essential evidence used by legislative committees to scrutinize the government's financial conduct. These documents identify any instances of waste, inefficiency, or unauthorized spending, providing an objective assessment of whether public

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opening the country to international trade, and transferring ownership of commercial units to private hands to improve efficiency. Together, these diverse policies have transformed the role of the government and created a more dynamic and modern framework for managing the nation's financial and industrial responsibilities.

**186.** (A) PPBS
This integrated approach to financial management focuses on aligning annual spending with long-term strategic goals through a systematic analysis of programs. It involves evaluating different alternatives and using cost-benefit techniques to determine the most effective way to achieve desired outcomes over several years. By linking the planning process directly with the allocation of resources, this system helps the government make more rational and objective decisions, ensuring that public funds are used to support coherent and well-defined policy objectives for society.

**187.** (D) President, who causes them to be laid before Parliament.
Reports produced by the supreme audit institution are submitted to the national head of state, who then ensures they are presented to the legislature for thorough examination. This process is essential for maintaining transparency and accountability, as it provides the people's representatives with the objective information necessary to scrutinize the government's financial conduct. By identifying any waste or mismanagement, these findings act as a vital check on the executive, ensuring that public resources are used legally and effectively for authorized programs.

**188.** (B) It is based on the principle of ability to pay.
This principle of taxation ensures that individuals with higher earnings contribute a larger proportion of their income to support public services, reflecting their greater financial capacity. It is designed to distribute the tax burden fairly across society and to fund essential welfare programs while simultaneously working to reduce economic disparities. This approach is a common feature of modern economies, as it helps the state mobilize resources for public development in a manner that promotes social justice and equality among its citizens.

**189.** (A) Statement I is incorrect, but Statement II is correct.
The fundamental redirection of economic policy in the nineties focused on dismantling state regulation and reducing the government's direct involvement in commercial enterprises to foster market competition. A core part of these reforms involved selling ownership stakes in public sector units to private investors to improve their efficiency and mobilize capital for development. This strategy represents a significant move away from earlier models based on heavy state control, creating a more open and dynamic national economic and administrative framework for the country.

**190.** (A) Both A and R are true and R is the correct explanation of A.
Detailed oversight of the government's financial and administrative conduct is provided by specialized bodies within the legislature, which have the time and expertise necessary for in-depth scrutiny. Since the full legislative assembly cannot investigate every technical detail of spending and performance, these committees act on its behalf to examine audit findings and question officials. This process ensures that the executive remains accountable to the people's representatives for its use of public funds, maintaining a high standard of transparency and integrity in governance.

**191.** (A) The public authority or government.
This branch of administration is concerned with how the state mobilizes the resources necessary for its operations and how it plans and audits the expenditure of those funds. It covers the study of taxation, public debt, and the systematic allocation of resources through the annual budget to achieve national development and social welfare goals. Effective management of these financial flows is essential for maintaining macroeconomic stability and providing the infrastructure and essential services required by all citizens in a modern society.

**192.** (B) The era of planned development (approx. 1950-1980).
During the middle decades of the twentieth century, the national strategy for growth placed the state at the center of industrialization, particularly in capital-intensive and strategic sectors. This led to a major expansion of

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government-owned enterprises, which were intended to control the commanding heights of the economy and serve as the primary drivers of modernization. This strategy was based on the belief that the state was best positioned to mobilize the large-scale investment needed for development and to ensure social equity across the country.

**193.** (B) To institutionalize fiscal prudence in government.
Specific legislative frameworks have been established to ensure that the administration manages the national finances in a responsible and sustainable manner. By setting legal limits on borrowing and deficits, these rules promote transparency and encourage a long-term focus on financial health. This disciplined approach is intended to maintain macroeconomic stability and prevent the buildup of unsustainable debt, creating a predictable environment that fosters industrial growth and protects the interests of both current and future generations within the nation's economic structure.

**194.** (A) Planning, mobilization, budget, and auditing.
The management of public finance is a comprehensive cycle that starts with identifying national priorities and gathering the resources necessary to fund them. It involves the technical estimation of needs, the systematic allocation of funds through the annual financial plan, and the practical implementation of authorized programs. Finally, a rigorous external examination of the accounts ensures that every expenditure was legal and efficient, maintaining a high standard of transparency and accountability in the overall administration of the public purse for society.

**195.** (A) 1, 2, and 5 only
A specialized body established by the national constitution is responsible for recommending how tax revenues should be shared and determining the principles for providing grants to regional governments. It evaluates the financial capacity and needs of different authorities to ensure a fair distribution of resources across the multi-layered state. This duty is essential for maintaining fiscal harmony and administrative stability, as it ensures that all levels of government have the funds necessary to provide essential services and implement their development programs.

**196.** (D) Gender Budget - A separate budget for women
Modern financial systems utilize several methodologies to improve the efficiency and impact of government spending and to promote social justice. These include policies to reduce state ownership in commercial units, dismantle unnecessary licensing, and manage inter-governmental financial relations effectively. While a gender-sensitive analysis is an important tool for assessing how policies affect different societal groups, it represents an analytical perspective applied to the entire budget rather than a separate, independent financial document created for a specific population within the country.

**197.** (C) Management of Public Enterprises
State-owned companies face a constant struggle between their need for operational flexibility to compete in the market and the requirement for strict public oversight. For these enterprises to be efficient and innovative, they need the freedom to make independent business decisions, yet their use of public resources requires that they remain accountable to the legislature for their performance. Managing this tension is a central challenge, as finding the correct balance is essential for their long-term commercial success and the fulfillment of their public mission.

**198.** (B) The Appropriation Act and the Finance Bill
The legislative stage of the budgetary process concludes with the formal passing of laws that grant the government the authority to collect taxes and spend money. These legal documents transform the proposed financial plan into a binding act of parliament, providing the necessary permissions for administrative departments to operate. Without this explicit authorization, the executive would have no legal power to manage the public purse, making this a critical step in the system of democratic checks and balances and overall financial oversight.

NODIA

**199.** (D) Import substitution and state-led industrialization.
The comprehensive policy changes introduced in the nineties represented a fundamental redirection of national strategy away from heavy state regulation and protectionism toward a more open, market-oriented framework. This shift emphasized reducing industrial licensing,

encouraging private investment, and integrating the domestic economy with global trade to foster innovation and competition. This transformation was a response to internal economic challenges and external pressures, aiming to modernize the industrial sector and create a dynamic environment for growth and long-term national development for citizens.

**200.** (A) A purely private limited company.
The supreme audit institution of the country is responsible for ensuring the legality and efficiency of expenditures made by government departments and state-owned commercial units. By auditing these public accounts and reporting its findings to the legislature, the office acts as a vital check on the administration's financial conduct. However, businesses that are entirely owned and managed by private individuals fall outside of this public oversight framework, as they do not use resources derived from the treasury and are not answerable to the state.

**201.** (C) Zero-Based Budget
This intensive budgeting method requires every government department to re-evaluate and justify its entire spending request from the ground up each year. Unlike traditional practices that only review incremental increases, this system treats every program as if it were new, forcing a comprehensive evaluation of its continued relevance and efficiency. By starting from a base of zero, the government can identify and eliminate wasteful or outdated practices, ensuring that public resources are allocated based on current national priorities and policy goals.

**202.** (A) Entrepreneur and operator of commercial enterprises.
When the state takes on the role of owning and managing business organizations, it is actively participating in the commercial sector to provide essential goods and services. These enterprises are created to fulfill social and economic objectives that the private sector might overlook, and they were historically positioned at the commanding heights of the national economy. This direct involvement allows the government to influence industrial growth and societal welfare not just through taxes and regulation, but through the practical operation of major commercial units.

**203.** (D) Fiscal policy priorities subject to approval.
The annual financial plan is the primary document through which the government sets its direction for national development and translates its goals into administrative actions. Beyond simple accounting, it reflects the state's social and economic priorities and provides the funding necessary to execute the programs authorized by the people's representatives. By requiring formal legislative consent for these plans, the process ensures that the administration remains accountable and that public funds are used effectively and legally to serve the authorized needs of society.

**204.** (B) To act as a balancing wheel of the fiscal federal system.
In a system with a multi-tiered governance structure, a specialized body is needed to ensure that all levels of government have a fair share of the nation's financial resources. Its role is to analyze the revenue-raising capacity and the spending responsibilities of different authorities and suggest a balanced formula for sharing tax proceeds. This function is essential for maintaining fiscal harmony and ensuring that regional governments can fulfill their administrative and developmental responsibilities towards their local populations and national progress.

**205.** (A) 1, 2, 3, and 4
Various principles and modern reform strategies are used to create a more efficient and equitable revenue system for the nation. These include taxing individuals based on their capacity to pay and ensuring that the financial burden is distributed reasonably across different segments of society. Efforts to simplify laws and broaden the tax base are intended to encourage compliance and create a stable environment that supports industrial growth while generating the necessary resources for public welfare, infrastructure, and other essential social development priorities.

**206.** (D) Accountability and periodic program re-evaluation.
This type of rule provides for the automatic expiration of a government program or agency after a set period, unless the legislature specifically votes to continue it. This mechanism forces a regular and systematic evaluation of the program's effectiveness and continued necessity

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the administration to formal authorization by the legislature and practical implementation by government departments. These processes ensure that public resources are managed systematically and that the administration remains answerable for its conduct and priorities as authorized by the representatives of the people.

**221.** (C) Inter-governmental relations in a federal setup.
In a political system where authority is divided between central and regional levels, the financial arrangements and interactions between these layers are a critical area of administration. This field covers the distribution of tax-raising powers, the sharing of revenue, and the mechanisms for providing grants to ensure that all levels of government can perform their duties. Effective management of these complex relationships is essential for maintaining national stability and ensuring the balanced development of all parts of the diverse and geographically large state.

**222.** (D) Accelerate industrial growth and development.
The evolution of industrial strategy has seen a move away from heavy state regulation and toward a system that encourages private investment and market competition to revitalize the national economy. By dismantling the system of licenses and opening up the country to global trade, the government aimed to foster innovation and improve the quality of domestic products. These reforms were intended to create a more dynamic environment where businesses could thrive and compete effectively on a global scale, leading to long-term national growth.

**223.** (A) The tax rate is constant regardless of the taxable amount.
In this type of tax system, every individual pays the same proportion of their earnings to support public services, ensuring a consistent rule for all taxpayers. Whether an income is high or low, the ratio of the contribution to the total earnings stays uniform, which simplifies the administration of revenue collection. While this provides a flat and predictable structure, it is often discussed in comparison to other models designed to distribute the financial burden based on each person's capacity to pay and social equity.

**224.** (B) Raise non-debt capital and reduce administration.
The strategic reduction of government ownership in commercial enterprises is intended to mobilize resources for public development and introduce market discipline to improve performance. By selling equity to private investors, the state aims to encourage more modern management practices and innovation within organizations that may have previously suffered from bureaucratic hurdles. This policy reflects a move toward a more competitive environment, allowing the government to focus its efforts on its core social and administrative responsibilities for its citizens and overall national stability.

**225.** (A) 2, 1, 3
The evolution of national institutions and laws began with the establishment of a supreme audit institution and a specialized body to manage financial relations in the federal system. This was later followed by specific legislative acts to institutionalize fiscal discipline and ensure responsible management of the public purse. Together, these elements form a comprehensive framework for mobilizing and auditing the resources necessary for development, maintaining a high standard of transparency and accountability in the administration of the country's financial and commercial responsibilities.

**226.** (A) Both Statement I and Statement II are correct.
Specialized legislative bodies provide the necessary oversight for government financial conduct by conducting in-depth investigations into spending and performance. They rely on the objective findings and guidance provided by the supreme audit institution to identify any instances of waste or inefficiency. This close cooperation ensures that the people's representatives have the expert information needed to hold the executive accountable for its use of public funds, maintaining a high standard of integrity and transparency in the overall management of the nation.

**227.** (C) To dismantle the complex web of licenses, controls and permits.
The fundamental goal of the economic changes introduced in the nineties was to revitalize the national economy by reducing state intervention

NODIA

complex system of controls over private business activities. This approach was based on the belief that central planning and direct government involvement were necessary to build a modern industrial base and ensure that economic growth benefited all segments of society.

**214.** (B) Deficit and debt levels.
Specific legislative acts have been introduced to ensure that the administration manages the national finances in a responsible and sustainable manner by setting legal limits on borrowing. By committing to these targets, the government aims to ensure long-term stability and prevent the buildup of excessive debt that could harm the economy. This disciplined approach promotes transparency in governance and encourages the administration to manage public resources prudently, creating a predictable environment that fosters industrial growth and protects the interests of all national citizens.

**215.** (A) Both A and R are true and R is the correct explanation of A.
This analytical tool is used to evaluate how government policies and financial allocations impact different segments of society to ensure fairness and social justice. Rather than being a separate document, it represents a commitment to ensuring that the entire budget promotes equality and addresses the specific needs of various groups. By incorporating this perspective, the state can identify gaps in service delivery and make more informed decisions to reduce disparities and improve the overall well-being of all its citizens.

**216.** (A) The introduction of a Goods and Services Tax (GST).
Efforts to update national revenue policies since the early nineties have focused on creating a more efficient and transparent system for both the government and the taxpayers. This involves simplifying complex regulations and replacing multiple taxes with a single, unified framework to encourage compliance and reduce administrative hurdles. These reforms are intended to foster a stable and predictable financial environment that supports industrial growth and enhances the state's ability to fund essential infrastructure, social services, and other national development priorities for society.

**217.** (C) Administrative accountability by linking funding to results.
Organising the annual financial plan around specific programs and their achievements provides a clearer view of what the government actually achieves with public resources. Unlike traditional methods that simply list individual items of expenditure, this approach links spending directly to the delivery of services and the fulfillment of policy goals. This shift in focus improves transparency and provides a more meaningful basis for evaluating the effectiveness of government activities and holding officials responsible for their performance and the efficient use of resources.

**218.** (A) Pervasive, covering all state financial activity.
The management of financial resources is not an isolated function but is deeply integrated with every aspect of public administration and policy implementation. From the initial estimation of needs and the gathering of resources to the final audit of expenditures, every program depends on the systematic mobilization and allocation of funds. This comprehensive function ensures that resources are handled with integrity and transparency, providing the essential support necessary for the government to deliver services and achieve its developmental objectives for citizens.

**219.** (D) Like a judge of the Supreme Court of India.
To ensure that the supreme audit institution can perform its watchdog role with complete independence and integrity, its leadership is provided with high levels of legal protection. The process for removing the head of this office is rigorous and follows the same standards applied to the highest judicial officers in the country. This safeguard protects the institution from political interference, ensuring that its examination of public accounts remains objective and provides a reliable check on the government's financial conduct for society.

**220.** (A) 1, 2, and 3 only
The annual financial plan is the primary document that outlines projected revenue and planned expenditures for the coming year, serving as a vital tool for implementing national policy. The cycle of public finance involves several coordinated stages, from technical estimation by

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**263.** (C) Public Corporation.
A public corporation is a statutory body created through a special legislation passed by the Parliament or State Legislature. This Act defines its specific powers, duties, and operational procedures. Unlike departmental undertakings, these corporations possess a separate legal identity and enjoy greater financial and administrative autonomy. They are intended to combine public accountability with the efficiency of private business management.

**264.** (D) The government holds at least 51% of the paid-up share capital.
A government company is established and registered under the Companies Act like any private firm. Its distinguishing feature is that the central or state government maintains majority ownership of at least fifty-one percent. This structure allows the enterprise to follow corporate management practices while remaining under government oversight. It provides significant operational flexibility compared to other forms of public enterprises.

**265.** (A) desired level of political interference and commercial freedom.
The selection of an organizational structure for a public enterprise depends on the intended balance between control and flexibility. Departmental forms offer maximum control, while government companies provide more commercial autonomy. Decisions are usually guided by whether the entity needs to function like a government office or a competitive business. Thus, the need for specific managerial freedom drives the choice.

**266.** (B) The need to balance public accountability with operational autonomy.
Managing public enterprises involves a fundamental tension between two competing needs. Since they use public funds, these entities must be strictly accountable to the legislature and the citizens. However, excessive external oversight can hamper quick decision-making and innovation. Achieving the right equilibrium where managers have the freedom to act commercially while remaining answerable for results is the core challenge.

**267.** (B) Stifled managerial initiative and delayed decision-making.
When external authorities exert too much control over public enterprises, the efficiency of the organization often suffers. Managers may become hesitant to take risks or make independent decisions, fearing scrutiny or criticism. This bureaucratic environment leads to long delays in project execution and operational responses. Ultimately, such a rigid structure prevents the enterprise from adapting to changing market conditions.

**268.** (A) the government selling its shareholding in these enterprises.
Disinvestment refers to the process where the government reduces its equity stake in public sector undertakings. By selling shares to private investors or the general public, the state transfers ownership and management control. This policy is a tool to reform public enterprises and mobilize financial resources. It signifies a transition from state-led production toward a more market-integrated economic model.

**269.** (C) To raise resources for the government and improve PE efficiency.
The government pursues disinvestment for several strategic reasons. Primarily, it aims to generate funds for developmental programs and social infrastructure. Additionally, introducing private ownership is expected to bring better management practices, enhance competition, and improve the overall financial performance of these units. The policy also helps in broadening public ownership and reducing the fiscal burden on the national treasury.

**270.** (D) a sole owner to a supervisor.
The move towards disinvestment highlights a fundamental shift in how the state views its role in the economy. Rather than being the exclusive owner and operator of businesses, the government is moving toward a supervisory capacity. This involves overseeing market activities and ensuring fair competition instead of directly managing industries. This evolution reflects the modern belief in market efficiency.

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and opening up the market to private initiative. By easing government restrictions and dismantling the system of licenses, the state aimed to encourage competition, foster innovation, and create a more dynamic business environment. These reforms were intended to modernize the industrial sector and improve its ability to produce high-quality goods and services that can compete effectively in both local and global markets.

**228.** (D) Propriety, regularity, and efficiency of expenditure.
The final stages of the cycle of public finance ensure that the funds authorized by the legislature are used correctly and wisely by government departments. A rigorous external examination of the accounts identifies any instances of waste, mismanagement, or unauthorized spending, providing an objective assessment of the administration's financial conduct. This process is essential for maintaining the integrity of the system and ensuring that the executive remains answerable for its performance and use of public resources for authorized programs and services for society.

**229.** (C) A trust registered under the Indian Trusts Act.
Government-owned commercial units are organized in several specific ways, such as administrative departments, bodies established through special legislative acts, or companies where the state holds significant ownership. These organizations are managed by the public authority to provide essential services or goods and are held to high standards of transparency and accountability for their performance. Other types of legal entities managed by private individuals fall outside this framework of state-controlled commercial enterprises, as they do not use public funds or serve national development goals.

**230.** (A) 1 and 2 only
A fundamental transformation of national economic strategy was initiated in the early nineties to revitalize the industrial sector and address deep-seated financial challenges. This major shift emphasized reducing state regulation, opening the country to global trade and investment, and encouraging private sector participation to foster market competition. These reforms marked a significant departure from earlier models of a heavily regulated economy, leading to a new era of growth and modernization that has shaped the direction of national development for more than three decades.

**231.** (D) Regular justification for agency existence.
This legislative mechanism provides for the automatic expiration of a government program or department after a set period, unless the legislature specifically votes to continue it. This mechanism forces a regular and systematic evaluation of the program's effectiveness and continued necessity for society. By requiring a new authorization, it ensures that public resources are not wasted on outdated bureaucratic functions and that the administration remains responsive to the changing needs and priorities of the national population for society.

**232.** (A) Managing public funds as part of administration.
This branch of public management focuses on the systematic oversight of the state's financial resources, from their initial mobilization and allocation to their final expenditure and audit. It involves the structures and procedures necessary for budgeting and accounting to ensure that public funds are used effectively to achieve authorized policy goals. This function is deeply integrated with the implementation of every government program, ensuring that resources are handled with integrity and transparency to support national development and societal well-being.

**233.** (C) Equitable, simple, efficient, and sufficient.
A well-designed revenue system should be based on clear and fair rules that distribute the financial burden reasonably across society while ensuring that the collection process is practical and productive. It should provide enough resources to fund essential public services without discouraging productivity or economic growth. By maintaining a high standard of transparency and predictability, the state can generate the necessary funds for developmental priorities while fostering public trust and maintaining a stable environment for industrial and commercial activities.

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**234.** (A) Fiscal stability and debt sustainability.
Specific legislative acts have been introduced to ensure that the government manages the national finances in a responsible and disciplined manner by setting legal limits on borrowing and deficits. By committing to these targets, the administration aims to ensure long-term health and prevent the buildup of excessive debt that could harm the economy. This structured approach promotes transparency and encourages the state to manage public resources prudently, creating a predictable environment that fosters industrial growth and protects the interests of all national citizens.

**235.** (A) P-4, Q-3, R-1, S-2
Modern financial management utilizes several methodologies to improve the efficiency and impact of government spending and to address specific social priorities. These include systems that organize the budget around measurable results, integrate long-term goals with annual spending, and evaluate the differential impact of policies on various societal groups. Other approaches require every program to be justified from a fresh start each year, providing a comprehensive framework for ensuring that public funds are allocated and managed in a transparent and effective manner.

**236.** (B) Public Enterprises
The strategic reduction of state ownership in commercial organizations is a core part of modern reforms intended to improve their efficiency and mobilize capital for development. By selling equity to private investors, the government aims to encourage market-oriented management practices and innovation within units that may have previously suffered from bureaucratic hurdles. This policy reflects a move away from state monopolies and toward a more competitive environment, allowing the government to focus its efforts on its core social and administrative responsibilities for the citizens.

**237.** (C) Fiscal capacity and needs among different levels of government.
In a federal system, a specialized body is responsible for recommending how tax revenues should be shared and determining the principles for providing grants to regional governments. It evaluates the financial resources and the spending responsibilities of different authorities to ensure a fair distribution across the multi-layered state. Addressing these disparities is essential for maintaining fiscal harmony and ensuring that all levels of government have the funds necessary to provide essential services and implement their developmental programs for national progress.

**238.** (D) Examination of Demands for Grants and passing the Appropriation Act.
The legislature maintains control over the public purse through its authority to scrutinize government spending requests and grant the formal permissions necessary for administrative operations. By debating these requests and passing the final laws that authorize expenditure, the people's representatives ensure that the administration remains answerable for its conduct and priorities. This mechanism is a critical step in the system of democratic checks and balances, ensuring that public resources are used legally and effectively to achieve authorized policy goals for society.

**239.** (A) Foreign trade and investment.
This process involves opening up domestic markets to international competition and technological exchange to create a more integrated world economy. It focuses on reducing barriers to the movement of goods, services, and capital across national borders, allowing local industries to compete on a larger stage. By participating in this system, a country can benefit from increased investment and access to modern technology, leading to faster industrial growth and a more dynamic and modern national economic structure for the citizens.

**240.** (A) Both A and R are true and R is the correct explanation of A.
The supreme audit institution of the country performs a post-facto review of government accounts that goes beyond a simple legal check to evaluate the wisdom and economy of expenditures. It can identify and highlight instances where public funds were wasted or used inefficiently, even if the spending technically complied with authorized rules. This comprehensive scrutiny is essential for maintaining the integrity of the financial system and providing the legislature with the objective

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information necessary to hold the administration accountable for its performance.

**241.** (B) Managing and steering the national economy.
The annual financial plan is the primary document through which the government sets its priorities and directs the development of the nation. Beyond simple accounting, it reflects the state's social and economic goals and provides the funding necessary to execute the programs and services authorized by the people's representatives. By allocating resources to specific sectors like infrastructure or education, the budget serves as a powerful tool for promoting social welfare, maintaining stability, and ensuring that the administration remains effective and accountable.

**242.** (A) Reduce income inequality.
This principle of taxation ensures that individuals with higher earnings contribute a larger proportion of their income to support public services, reflecting their greater financial capacity. It is designed to distribute the tax burden fairly across society and to fund essential welfare programs while simultaneously working to reduce economic disparities. This approach is a common feature of modern economies, as it helps the state mobilize resources for public development in a manner that promotes social justice and equality among its citizens for society.

**243.** (C) Unnecessary bureaucratic and political interference.
State-owned companies must constantly navigate the tension between their social responsibilities and the need to remain financially stable and competitive. For these enterprises to be efficient and innovative, they need the freedom to manage their internal operations and respond quickly to changes in the market. Providing a degree of independence from rigid administrative rules allows these organizations to adapt their commercial strategies effectively while still being held answerable for their overall performance and the fulfillment of their public mission for society.

**244.** (D) Enactment
The process of transforming a proposed financial plan into a legally binding authority for revenue collection and spending is a fundamental democratic function. It occurs when the people's representatives debate the government's priorities, scrutinize the individual requests for funds, and formally vote to grant the necessary permissions. This step ensures that the executive cannot operate the public purse without the explicit consent and oversight of the legislature, upholding the core principles of representative and accountable governance for national development and social welfare.

NODIA

**245.** (A) 1, 2, 3, and 4 only
The management of public finance is a comprehensive field that includes everything from identifying national priorities and gathering resources to the final audit of expenditures. It covers the technical estimation of needs, the allocation of funds through various sophisticated budgeting methodologies, and the management of financial relations between different levels of government in a federal system. Ensuring that all these processes are transparent and accountable is essential for maintaining a high standard of integrity in the administration of resources for national development.

**246.** (A) Both Statement I and Statement II are correct.
Specific legislative frameworks have been established to institutionalize fiscal discipline and ensure that government programs undergo regular evaluation. These rules set clear targets for reducing deficits and provide for the automatic expiration of programs unless they are reauthorized by the legislature after a thorough review of their effectiveness. Together, these mechanisms promote transparency and responsibility in the management of public resources, ensuring that the administration remains responsive to current priorities and maintains a sustainable financial environment for the national economy.

**247.** (D) The Industrial Policy Resolutions of the 1950s.
In the years following independence, the national development strategy focused on the state maintaining control over key sectors to drive industrialization and ensure social equity. These policies placed the government at the center of industrial growth, leading to a significant expansion of state-owned enterprises in capital-intensive areas. This approach was

for society. By requiring a new authorization, it ensures that public resources are not wasted on outdated bureaucratic functions and that the administration remains responsive and responsible to the changing needs and priorities of the national population.

**207.** (A) Both Statement I and Statement II are correct.
The evolution of economic policy has transformed the role of the government from being a direct owner and producer to one that provides the framework for private sector growth. Recent reforms have focused on reducing the state's direct involvement in commercial enterprises by selling ownership stakes to private investors to improve efficiency. This strategy is the fundamental opposite of a model where the state takes over private businesses, reflecting a broader shift toward market-driven competition and the modernization of national industrial and administrative practices.

**208.** (B) The power to approve or reject the budget.
The legislature maintains control over the public purse through its authority to grant or withhold the funds necessary for government operations. By debating and voting on the annual financial plan, the people's representatives can influence policy priorities and set limits on spending. This mechanism ensures that the government cannot function without the explicit consent of the legislature, upholding the principle of no taxation or spending without representation and ensuring that the administration remains answerable for its financial conduct for society.

**209.** (B) public funds, public
State-owned companies face a high standard of oversight because they operate using resources derived from the taxpayers to serve the broader interests of the nation. Since these organizations are established and managed by the public authority to provide essential services or support development, they must be transparent in their conduct and answerable to the people's representatives for their performance. This responsibility ensures that their commercial activities align with the social and economic missions for which they were created for society.

**210.** (A) P-3, Q-4, R-2, S-1
The management of national finances involves a variety of institutions and processes, from the technical requirements of justifying all expenses annually to the role of supreme audit bodies. It also covers the broad policy reforms that have opened the economy to competition and the constitutional bodies that recommend a fair distribution of resources between central and regional governments. Together, these elements form a comprehensive and transparent framework for ensuring that public funds are mobilized, allocated, and audited in an effective and responsible manner.

**211.** (C) Execution
Once the annual financial plan has received formal authorization from the legislature, the various departments of the government begin the practical work of implementing authorized programs. This phase involves the systematic gathering of taxes and the disbursement of funds for infrastructure, social services, and administrative operations. It is the stage where policy goals are converted into reality, requiring careful management and internal oversight to ensure that spending remains within the legal limits and effectively serves the authorized needs of society.

**212.** (D) A statutory corporation of the state.
Government-owned commercial units can be structured in several ways, including specialized bodies established through specific legislative acts to perform critical social or economic functions. These organizations are owned and managed by the public authority and are held to high standards of transparency and accountability for their performance and use of public funds. While they operate in the market to provide essential services or goods, their ultimate responsibility is to the state and the citizens, distinguishing them from purely private business enterprises.

**213.** (C) Extensive licensing and a large role for the public sector.
During the early decades of national development, industrial strategy was characterized by heavy state regulation and the reservation of many sectors for government monopolies. The state held the commanding heights of the economy through numerous enterprises and maintained a

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**255.** (C) facilitator.
The transition to the liberalization, privatization, and globalization framework significantly altered the government's economic function. Moving away from being a primary producer and rigid regulator, the state adopted the role of a facilitator. This involves creating a conducive environment for private enterprise to thrive while focusing on infrastructure development and providing essential services to support market-led growth.

**256.** (B) Reservation of strategic industries for the public sector and stringent licensing.
Prior to the New Economic Policy, India's industrial landscape was defined by heavy state intervention. Industrial Policy Resolutions reserved key strategic and basic sectors exclusively for public enterprises. Meanwhile, the private sector operated under a rigorous licensing regime that dictated production capacity and expansion. This model prioritized state-led industrialization and self-sufficiency over market competition and private sector freedom.

**257.** (D) A more market-driven and competitive industrial environment.
The 1991 New Economic Policy marked a departure from the command-and-control industrial approach. By dismantling the restrictive licensing system and opening sectors to private participation, the reforms aimed to foster competition. This shift focused on improving industrial efficiency and technological upgrades. Ultimately, it transitioned the economy toward a market-oriented framework where price signals and competition drive resource allocation.

**258.** (A) Its pre-entry restrictions on the expansion of large firms were removed.
As part of the 1991 reforms, the Monopolies and Restrictive Trade Practices Act underwent significant amendments. The government abolished the requirement for large industrial houses to seek prior approval for setting up new projects or expanding existing ones. This change was intended to remove obstacles to growth and allow firms to achieve economies of scale and better efficiency.

**259.** (C) promoted industrial inefficiency and hindered competition.
Critics argued that the protective industrial regime before 1991 stifled innovation and growth. The lack of competition due to the licensing system and high trade barriers often led to low productivity and poor quality of goods. This environment fostered a lack of technological advancement among domestic firms. Consequently, the industrial sector became characterized by inefficiency and a lack of global competitiveness.

**260.** (A) encourage private initiative and reduce procedural delays.
Removing industrial licensing for most sectors was a key step toward deregulating the economy. This measure was designed to empower private entrepreneurs by eliminating bureaucratic hurdles and time-consuming approval processes. By simplifying entry and expansion rules, the policy aimed to stimulate investment and industrial activity. It reflects a move to trust market mechanisms over centralized administrative control for growth.

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**261.** (D) To control key sectors and promote development where private capital was scarce.
In the post-independence era, public enterprises were established to lead national development. The state sought to control the commanding heights of the economy, focusing on infrastructure and heavy industries. Private capital was often insufficient or hesitant to invest in these high-risk, long-gestation sectors. Therefore, government involvement ensured balanced regional development and the creation of a strong domestic industrial base.

**262.** (B) Departmental Undertaking.
This form of public enterprise operates directly under a government department or ministry. It is financed through annual budget appropriations and its employees are civil servants. Examples include the Railways and postal services. Because they are integrated into the government structure, these undertakings lack independent legal status and operate under strict ministerial control, reflecting the highest degree of state involvement.

based on the belief that central planning and direct involvement in business were necessary for building a modern economy and ensuring that vital resources remained under the control of the public authority.

**248.** (A) Report what 'economies' in public expenditure may be effected.
This specialized legislative body is tasked with examining the government's spending proposals to identify areas where costs can be reduced without compromising the efficiency of authorized programs. It reviews the detailed estimates provided in the annual budget and suggests practical ways to achieve greater value for public funds. By investigating these requests, the committee ensures that the administration remains focused on prudent financial management and that the legislature can make informed decisions regarding the allocation of national resources for development.

**249.** (C) Proportional taxation – Tax rate increases with income
Different tax systems use specific methods to determine the contribution expected from each individual, from those where the percentage stays constant to those where the rate fluctuates based on earnings. Constitutional bodies and supreme audit institutions provide the necessary institutional framework for managing these revenues and ensuring that expenditures are legal and efficient. Understanding how these various elements work together is essential for creating a transparent and equitable system for the administration of public funds and the pursuit of national development goals.

**250.** (A) Financial Administration
This comprehensive branch of public management covers the entire lifecycle of national resources, from identifying priorities and gathering revenue to the planning, spending, and final audit of public funds. It involves the structures and procedures necessary to ensure that every government program is supported by authorized funding and that the administration remains answerable for its conduct. Effective management of these financial processes is essential for maintaining macroeconomic stability and providing the infrastructure and services required for the overall well-being of society.

**251.** (B) To balance private enterprise with state control for self-reliance and equity.
After independence, India adopted a mixed economy model to integrate private and public sectors. This approach aimed to harness private efficiency while ensuring state control over key areas. The primary goals were achieving national self-reliance and promoting equitable development across society. This strategy sought a middle path between capitalism and socialism for balanced economic progress.

**252.** (A) The comprehensive system of licenses, regulations, and controls on economic activity.
The term characterizes the regulatory regime prevalent in India before the 1991 reforms. It involved an intricate framework of licenses and bureaucratic permissions required to start or expand businesses. This system gave the government extensive control over industrial production and investment decisions. It was intended to guide development but often led to significant inefficiency and corruption.

**253.** (C) A severe economic crisis involving fiscal and balance of payments issues.
By the late 1980s, the Indian economy faced severe structural challenges. A burgeoning fiscal deficit and a critical balance of payments crisis left the nation with insufficient foreign exchange reserves. These urgent financial pressures necessitated a radical shift in economic policy. Consequently, the landmark reforms of 1991 were introduced to stabilize the economy and foster long-term growth.

**254.** (D) Globalization
Within the 1991 reform package, globalization focused on integrating the national economy with the global market. This process involved reducing trade barriers like tariffs and encouraging foreign direct investment. By opening domestic markets to international competition and capital, the policy aimed to enhance efficiency and technological advancement. It represents a shift towards active participation in the global trade network.

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**271.** (C) To manage state financial resources to achieve policy objectives.
Financial administration encompasses the systems and processes used by the state to manage its money. Its primary goal is to ensure that financial resources are collected and spent in a way that aligns with national development and social goals. It provides the necessary framework for planning, executing, and monitoring government activities to ensure the public interest is effectively served.

**272.** (B) government revenue and expenditure.
Public finance is a core component of financial administration focusing on the state's fiscal activities. It examines how the government generates income through taxes and other sources, and how it allocates those funds across various sectors. The study includes budgeting, public debt, and the impact of these financial decisions on the overall stability and growth of the national economy.

**273.** (D) Allocating resources and ensuring public money is spent prudently.
Expenditure administration deals with the systematic distribution of government funds among competing priorities. Its main focus is to ensure that public money is utilized economically and efficiently for its intended purposes. This involves rigorous planning and monitoring to prevent waste and corruption. Effective management in this area is crucial for the successful implementation of government programs and welfare initiatives.

**274.** (A) implement government policies by managing funds effectively.
The importance of financial administration lies in its role as a bridge between policy goals and actual results. No government program can succeed without the timely availability and prudent management of financial resources. By ensuring efficient revenue collection and disciplined spending, this system enables the state to execute its plans and deliver essential services to the citizens effectively and transparently.

**275.** (C) Non-tax revenue.
Public revenue is broadly divided into tax and non-tax sources. Non-tax revenue includes income generated from activities other than taxation, such as interest receipts, dividends from public enterprises, and various user fees or fines. These collections contribute to the government's total income and are used to fund public services. They represent the administrative and commercial earnings of the state.

**276.** (A) To serve as a statement of estimated revenue and proposed expenditure.
A budget is a forward-looking financial plan prepared by the government for a specific fiscal year. It provides a detailed estimate of the money the state expects to receive and a roadmap for how those funds will be spent. Beyond simple accounting, it serves as a primary tool for implementing economic policies and ensuring legislative control over executive spending.

**277.** (D) Appropriation Bill.
The Indian Constitution mandates that no money can be withdrawn from the Consolidated Fund of India without legal authorization. Once the budget is debated and the demands for grants are voted upon, this specific bill is introduced. Its passage by the Parliament provides the executive with the formal authority to spend the allocated amounts for the designated government programs.

**278.** (B) Enactment.
The enactment phase is the legislative heart of the budgetary process. It involves the formal presentation of the budget by the Finance Minister, followed by general discussions and detailed scrutiny of departmental demands. This stage concludes with the Parliament voting on the budget and passing the necessary bills. It ensures that the government is held accountable for its financial plans and proposals.

**279.** (C) influence the overall level of economic activity.
As an instrument of fiscal policy, the budget is used to manage the national economy. By adjusting levels of taxation and government spending, the state can influence factors such as inflation, employment, and investment. This allows the government to stabilize the economy during fluctuations and promote long-term sustainable growth by directing resources toward productive sectors and social welfare programs.

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(C) Their social security, healthcare, and dignity in old age.
(D) Their total isolation from younger generations to avoid conflict.

**26.** Analyze the following cause-and-effect relationship and select the most appropriate option:
Cause: There is a widespread outbreak of a novel virus, leading to a global pandemic.
Effect: This event is classified as a biological disaster.
(A) The Cause is the direct Effect of the Effect.
(B) The Effect is a direct consequence of the Cause.
(C) The Cause and Effect are unrelated phenomena.
(D) The Cause is a minor factor and the Effect is a major event.

**27.** Which statement correctly identifies a key role of the state and civil society in social welfare?
(A) They are always in an adversarial and hostile relationship.
(B) Civil society acts exclusively as a formal agent of the state.
(C) The state has no role in welfare where civil society is active.
(D) They can be partners, with civil society challenging the state.

**28.** Match List I with List II to link each concept with its appropriate description:
List I: (Concept)
P. Social Welfare
Q. Social Justice
R. Social Change
S. Affirmative Action
List II: (Description)
1. Alteration in social structures and norms
2. Policies to correct historical disadvantage
3. Organized services for well-being
4. Fair distribution of resources and opportunities
(A) P-1, Q-2, R-3, S-4
(B) P-4, Q-1, R-2, S-3
(C) P-3, Q-4, R-1, S-2
(D) P-2, Q-3, R-4, S-1

**29.** Which of the following is an incorrect pair?
(A) Geophysical Disaster - Tsunami
(B) Hydrological Disaster - Flood
(C) Meteorological Disaster - Cyclone
(D) Biological Disaster - Industrial chemical spill

**30.** A key feature of 'Voluntary Agencies' in the social welfare sector is their:
(A) Obligation to follow government directives in all operational matters.
(B) Foundation in the principle of self-help and citizen participation.
(C) Primary motive of generating profit for shareholders.
(D) Legal authority to create and enforce laws.

**31.** The concept of 'Divyang' for differently-abled persons emphasizes:
(A) Pity and charity towards them.
(B) Their isolation from mainstream society.
(C) Their divine potential and the need for empowerment and inclusion.
(D) Their inability to contribute to society.

**32.** From the given statements, which ones correctly describe the nature of a disaster?
(a) It is an event that always has natural origins.
(b) It causes human, material, economic, or environmental losses.
(c) The affected community has sufficient capacity to cope using its own resources.
(d) It is a serious disruption of the functioning of a community or a society.
Which of the above statement(s) is/are correct?
(A) (a) and (c) only
(B) (b) and (d) only
(C) (a), (b) and (d)
(D) (b), (c) and (d)

**33.** Which of the following is the most appropriate description of the role of the state in disaster management?
(A) The state's role is limited to providing financial compensation.
(B) The state delegates all functions to non-state organizations.
(C) The state coordinates all phases from mitigation to recovery.
(D) The state's role is confined to immediate rescue and relief.

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indefinite continuation of programs that may no longer be necessary or effective, ensuring a more dynamic government.

**289.** (D) force periodic evaluation and justification of government programs.
The primary intent of a sunset provision is to ensure that government activities remain relevant and efficient. By mandating an end date, it compels lawmakers to periodically re-examine and evaluate the performance of programs and agencies. This process requires departments to justify their continued existence based on their effectiveness. It acts as a check against bureaucratic inertia and the waste of public funds.

**290.** (A) greater accountability and discipline in government operations.
Both the Fiscal Responsibility and Budget Management Act and sunset legislation serve as tools to improve the quality of governance. They introduce a rule-based framework that forces the government to be more disciplined in its financial and administrative decisions. By requiring regular justifications and target-setting, these mechanisms enhance the legislature's ability to hold the executive accountable for its use of public resources.

**291.** (C) The division of financial powers and functions between Union and State governments.
Fiscal federalism explores how financial responsibilities and taxing powers are shared among different levels of government in a federal system. It focuses on the mechanisms for transferring resources to ensure that each level can perform its assigned duties. This includes analyzing the balance of power and the methods used to resolve financial conflicts and imbalances between the central and regional authorities.

**292.** (A) the Union has greater revenue powers while states have large expenditure responsibilities.
In India, the central government has the authority to collect major taxes, leading to higher revenue potential. Conversely, state governments are responsible for high-spending areas like education and healthcare. This mismatch between who collects the money and who needs to spend it creates a vertical fiscal imbalance. It necessitates a system of financial transfers from the center to the states.

**293.** (D) The Finance Commission.
The Finance Commission is a constitutional body appointed by the President every five years to handle intergovernmental fiscal relations. Its primary task is to recommend how the tax revenues collected by the central government should be shared with the states. This process is essential for maintaining the financial health of the federation and ensuring that all states have adequate resources for development.

**294.** (B) horizontal devolution.
While vertical devolution refers to the split of revenue between the center and states, horizontal devolution is the formula-based distribution of the states' share among individual states. The Finance Commission uses various criteria, such as population, income levels, and forest cover, to determine how much each state receives. This ensures a fair and equitable allocation based on the specific needs of each.

**295.** (C) addressing fiscal imbalances and ensuring equitable resource distribution.
The recommendations of the Finance Commission are vital for maintaining the stability of the Indian federal system. By providing a transparent and impartial method for sharing national resources, the Commission helps reduce financial disparities between states. Its work ensures that even less wealthy regions have the funds necessary to provide basic services, thereby promoting balanced regional development and national economic integration.

**296.** (D) Through the work of its watchdog committees like the PAC.
After funds have been spent, the Parliament monitors the government's financial performance through specialized committees. The Public Accounts Committee is the most prominent of these, scrutinizing whether money was used for the intended purposes and following legal procedures. This oversight ensures that the executive is held responsible for any waste or mismanagement of public funds discovered after the budget year.

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**280.** (D) The Finance Bill.
The Finance Bill is introduced alongside the annual budget to give legal effect to the government's taxation proposals. It contains provisions for imposing new taxes, modifying existing tax rates, or continuing the current tax structure for the upcoming year. The passage of this bill is essential for the executive to legally collect the revenues necessary to fund its planned expenditures.

**281.** (A) Zero-Based Budgeting (ZBB).
Zero-Based Budgeting is a technique that requires every program and activity to be justified afresh each year. Instead of simply adjusting the previous year's budget figures, managers must prove the necessity and cost-effectiveness of every dollar requested. This approach aims to eliminate wasteful spending and ensure that resources are allocated based on current needs and priorities rather than historical habits.

**282.** (B) the correlation between financial outlays and physical results.
Performance budgeting focuses on the relationship between the money spent and the actual results achieved. It shifts the emphasis from mere accounting of expenditures to the efficiency and effectiveness of government programs. By presenting the budget in terms of specific activities and targets, it allows for a better assessment of whether public funds are producing the desired social and economic outcomes.

**283.** (B) To analyze the government's budget to ensure it promotes gender equity.
Gender budgeting is a tool for examining the differential impact of government financial policies on men and women. It involves a systematic analysis of resource allocation to ensure that the budget addresses the specific needs and challenges of different genders. The goal is to promote gender equality and ensure that public spending contributes to more equitable outcomes across all segments of society.

**284.** (A) long-range planning and systematic analysis of alternatives.
The Planning, Programming, Budgeting System integrates long-term planning with the annual budget process. It focuses on identifying broad goals and grouping activities into specific programs to achieve those objectives. A key feature is the rigorous evaluation of various alternatives to find the most efficient way to use resources. This system aims to make government decision-making more rational and goal-oriented over time.

**285.** (C) inputs to outputs and outcomes.
Traditional budgeting primarily focuses on inputs, which are the resources like salaries and supplies that the government purchases. In contrast, performance budgeting emphasizes outputs and outcomes, which represent what the government actually produces and the impact it has on society. This shift aims to improve transparency and accountability by making it clear what public money is actually accomplishing for citizens.

**286.** (D) To reduce the fiscal deficit and manage public debt sustainably.
The Fiscal Responsibility and Budget Management Act was enacted to ensure long-term fiscal stability. Its main goal is to institutionalize fiscal discipline by setting mandatory targets for reducing the fiscal and revenue deficits. By capping government borrowing and managing public debt, the Act aims to prevent economic instability and ensure that the state's financial health is maintained for future generations.

**287.** (C) place specific fiscal targets and policy statements before Parliament.
To promote transparency, the Fiscal Responsibility and Budget Management Act requires the government to regularly present fiscal policy strategy statements to the legislature. These documents outline the government's financial targets and its plan for achieving them. By making these projections public and subject to parliamentary debate, the Act ensures that the executive remains accountable for its commitment to fiscal discipline and prudence.

**288.** (B) A law that automatically terminates on a specific date unless explicitly renewed.
Sunset legislation includes provisions that set an expiration date for a specific law, program, or government agency. Unless the legislature takes positive action to extend its life after a thorough review, the entity or provision automatically ceases to exist. This mechanism prevents the

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# CHAPTER 07

# Social Welfare Administration

**1.** Which of the following best defines the concept of 'Social Welfare' in the context of administration?
(A) A comprehensive system of private charitable activities and individual philanthropy focused on poverty alleviation.
(B) An organized system of social services designed to help individuals and groups reach satisfying living standards.

**2.** Read the following statements regarding social justice and select the correct option:
**Statement I :** Social justice is primarily concerned with the fair and just relations between the individual and society.
**Statement II :** Social justice can be achieved without addressing historical inequalities and discrimination.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true but Statement II is false.
(D) Statement I is false but Statement II is true.

**3.** The concept of 'Social Change' primarily refers to:
(A) The cyclical repetition of social patterns without any significant alteration.
(B) The static state of social structures and established cultural institutions.
(C) Significant alteration of social structure and cultural patterns through time.
(D) Minor, short-term fluctuations in individual behavior and personal habits.

**4.** Read the Assertion and Reason given below and choose the correct option:
**Assertion (A) :** Affirmative action, including reservations, is a tool to promote social justice.
**Reason (R) :** It aims to provide preferential treatment to historically disadvantaged groups to ensure their adequate representation.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**5.** Applying the concept of 'Equity', a social welfare program for education would most likely:
(A) Provide the exact same textbook to every student, regardless of their reading level.
(B) Provide scholarships only to the students with the highest academic scores.
(C) Provide additional tutoring and resources to students who are struggling academically.
(D) Build identical schools in every district, irrespective of population density.

**6.** Which of the following is an example of an institutional arrangement for social welfare administration at the national level in India?
(A) A local non-profit book club.
(B) The Ministry of Social Justice and Empowerment.
(C) A multinational corporation's HR department.
(D) A residential neighborhood watch committee.

**7.** 'Inclusiveness' in the context of social justice primarily aims to:
(A) Create separate institutions for different social groups.
(B) Focus resources exclusively on the majority population.
(C) Maintain traditional social hierarchies for stability.
(D) Ensure that all individuals, especially those from marginalized groups, can participate fully in society.

**8.** Match List I with List II by identifying the primary focus of each welfare policy for the groups mentioned:
List I: (Group)
P. Differently-abled (Divyang)

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Which of the above statement(s) is/are correct?
(A) (a), (b) and (d) only
(B) (c), (d) and (e) only
(C) (a), (c) and (e) only
(D) All of the above

**43.** Which of the following represents the 'nature' of a disaster?
(A) It is a planned event with predictable outcomes.
(B) It is an event that strengthens a community's coping capacity.
(C) It is an undesirable event resulting from hazards that overwhelms local capacity.
(D) It is a routine problem that society handles with existing resources.

**44.** The concept of 'social welfare' is dynamic because:
(A) It never changes and is based on ancient principles.
(B) It is defined solely by international laws.
(C) It is only applicable to economically developed nations.
(D) Its meaning and scope change with the evolving needs and values of society.

**45.** The "Protection of Civil Rights Act" and the "Scheduled Castes and the Scheduled Tribes (Prevention of Atrocities) Act" are institutional frameworks primarily for the welfare of:
(A) SCs and STs
(B) Women and Children
(C) Aged and Divyang
(D) Religious Minorities

**46.** Arrange the following commissions/bodies chronologically based on their establishment period or constitutional recognition in India:
(a) National Commission for Women
(b) National Commission for Minorities
(c) National Commission for Scheduled Castes
(d) National Commission for Backward Classes (Constitutional status)
(A) (c), (b), (a), (d)
(B) (a), (b), (c), (d)
(C) (d), (c), (b), (a)
(D) (b), (d), (a), (c)

**47.** In the context of disaster management, what is the role of a "Non-State actor" like a local community group?
(A) To wait for government instructions before taking any action.
(B) To act as first responders, provide immediate relief, and share local knowledge.
(C) To enforce laws and regulations related to disaster management.
(D) To formulate national disaster management policies.

**48.** A government policy that aims to ensure that people from all castes, religions, and genders have fair access to public health services is an example of promoting:
(A) Social justice and inclusiveness.
(B) Social change exclusively.
(C) Affirmative action only.
(D) Voluntary action.

**49.** Which of the following is NOT a primary function of the National Commission for Protection of Child Rights (NCPCR)?
(A) Examine and review safeguards for child rights.
(B) Inquire into complaints of violation of child rights.
(C) Directly manage and run all schools in the country.
(D) Recommend measures for effective implementation of policies for children.

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**50.** Match List I (Type of Actor) with List II (Example in Disaster Management):
List I: (Type of Actor)
P. State Actor (National)
Q. State Actor (State Level)
R. Non-State Actor (International)
S. Non-State Actor (Local)
List II: (Example in Disaster Management)
1. State Disaster Management Authority (SDMA)
2. United Nations Office for Disaster Risk Reduction (UNDRR)
3. National Disaster Response Force (NDRF)
4. Local youth club conducting a cleanliness drive post-flood
(A) P-1, Q-3, R-4, S-2
(B) P-3, Q-1, R-2, S-4
(C) P-2, Q-4, R-1, S-3

(c) Recovery
(d) Preparedness
(A) (b), (d), (a), (c)
(B) (a), (b), (c), (d)
(C) (d), (c), (b), (a)
(D) (c), (a), (d), (b)

**17.** Which statement correctly identifies a key role of the National Commission for Scheduled Castes (NCSC)?
(A) It possesses the power to enact legislation for Scheduled Castes.
(B) It investigates rights deprivation while possessing civil court powers.
(C) Its primary role is to provide direct financial loans to entrepreneurs.
(D) It is responsible for conducting the national census every ten years.

**18.** The concept of 'reservations' in public employment and education in India is a specific form of:
(A) Affirmative action.
(B) Social segregation.
(C) Economic liberalization.
(D) Universal basic income.

**19.** Read the following statements regarding voluntary agencies and select the correct option:
**Statement I :** Voluntary agencies are compulsorily funded and controlled by the government.
**Statement II :** A key characteristic of a voluntary agency is its aim to serve a public purpose, rather than generate private profit.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true but Statement II is false.
(D) Statement I is false but Statement II is true.

**20.** Read the Assertion and Reason given below and choose the correct option:
**Assertion (A) :** The institutional framework for disaster management involves both state and non-state actors.
**Reason (R) :** The scale and complexity of modern disasters require a collaborative, multi-agency approach for effective management.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**21.** Which of the following is NOT a type of disaster based on origin?
(A) Natural
(B) Man-made
(C) Financial
(D) Biological

**22.** A policy providing free education and midday meals to all children up to the age of 14 is a direct measure to protect the rights and welfare of which group?
(A) Aged
(B) Children
(C) Differently-abled
(D) Minorities

**23.** Which of the following would be considered a 'non-state actor' in disaster management?
(A) The National Disaster Management Authority (NDMA).
(B) The State Disaster Response Force (SDRF).
(C) The Indian Army.
(D) An international NGO like the Red Cross/ Red Crescent.

**24.** From the statements below, identify those that represent key institutional arrangements for Social Justice Administration in India:
(a) The Supreme Court and High Courts.
(b) The National Commissions for SCs, STs, and Minorities.
(c) Private multinational corporations.
(d) The provision of reservations in legislatures and public services.
(e) Local sports clubs.
Which of the above statement(s) is/are correct?
(A) (a), (b) and (d) only
(B) (c), (d) and (e) only
(C) (a), (c) and (e) only
(D) All of the above

**25.** The primary objective of policies for the welfare of the aged is to ensure:
(A) Their mandatory placement in regulated old age homes.
(B) Their re-employment in the formal sector after retirement.

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**297.** (A) To audit the accounts of the Union and State governments.
The Comptroller and Auditor General is an independent constitutional authority who serves as the guardian of the public purse. The role involves auditing all expenditures from the consolidated funds of the Union and states to ensure financial regularity and propriety. By providing objective reports on government spending, the CAG enables the legislature to exercise effective control over the executive's financial activities.

**298.** (B) The Public Accounts Committee.
The audit reports prepared by the Comptroller and Auditor General are submitted to the legislature and subsequently examined by the Public Accounts Committee. This committee uses the CAG's findings to question government officials about discrepancies or inefficiencies in public spending. This collaboration between an independent auditor and a parliamentary committee is a cornerstone of financial accountability in a democratic system.

**299.** (B) a progressive tax.
A progressive taxation system is designed so that the tax rate rises as the individual's taxable income increases. This means that wealthier citizens contribute a higher percentage of their earnings to the state than those with lower incomes. This approach is rooted in the principle of ability to pay and is often used as a tool to reduce income inequality.

**300.** (A) rationalizing the tax structure and simplifying procedures.
In India, tax reforms have consistently focused on creating a more efficient and transparent revenue system. These efforts aim to broaden the tax base and improve compliance by making the tax laws easier to understand and follow. By removing complexities and reducing the number of different taxes, the government seeks to foster a more business-friendly environment while ensuring stable revenue growth.

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**34.** A policy framework designed to provide reservations for Other Backward Classes (OBCs) in central government jobs is a mechanism to ensure:
(A) Social change
(B) Social mobility for all citizens
(C) Economic austerity
(D) Social justice

**35.** The term 'inclusiveness' within social justice implies that policies and programmes should:
(A) Actively seek to remove barriers that prevent marginalized groups from participating.
(B) Be designed for the average citizen, assuming one size fits all.
(C) Create exclusive facilities for every distinct social group.
(D) Prioritize economic growth over social equity.

**36.** Which of the following does NOT fall under the purview of institutional arrangements for Social Welfare Administration?
(A) The Ministry of Women and Child Development.
(B) A corporate entity focused on maximizing shareholder profit.
(C) A civil society organization working on tribal rights.
(D) The National Commission for Protection of Child Rights.

**37.** Read the following statements regarding the welfare of Scheduled Tribes (STs) and select the correct option:
**Statement I :** Policies for STs often focus on protecting their rights over land, forests, and traditional culture.
**Statement II :** The primary goal of ST welfare is to assimilate them completely, erasing their distinct cultural identities.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true but Statement II is false.
(D) Statement I is false but Statement II is true.

**38.** Read the Assertion and Reason given below and choose the correct option:
**Assertion (A) :** NGOs and Civil Societies play a crucial complementary role to the government in social welfare.
**Reason (R) :** They can often reach marginalized communities more effectively and can innovate with service delivery models.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**39.** The provision of ramps, accessible toilets, and braille signage in public buildings is a measure aimed at the welfare of which group?
(A) Aged persons
(B) Children
(C) Differently-abled (Divyang)
(D) Minorities

**40.** An industrial gas leak causing severe health problems in a nearby town is an example of:
(A) A man-made (anthropogenic) disaster.
(B) A natural disaster.
(C) A meteorological event.
(D) A purely social phenomenon.

**41.** Which of the following statements about the role of the National Commission for Scheduled Tribes (NCST) is correct?
(A) It has the authority to declare any community as a Scheduled Tribe.
(B) It is the sole funding agency for all tribal development projects in India.
(C) Its recommendations are merely advisory and have no binding effect.
(D) It investigates and monitors matters relating to ST safeguards.

**42.** Identify the key functions of the National Disaster Management Authority (NDMA) in India from the statements below:
(a) Laying down policies on disaster management.
(b) Approving the National Plan.
(c) Directly commanding and controlling rescue operations on the ground during a disaster.
(d) Laying down guidelines to be followed by the State Authorities in drawing up the State Plan.
(e) Providing financial loans to disaster-affected individuals.

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Q. Aged
R. Children
S. Women

List II: (Primary Focus of Welfare Policy)

1. Protection against exploitation and ensuring nutrition
2. Empowerment and gender equality
3. Accessibility and rehabilitation
4. Social security and healthcare

(A) P-3, Q-4, R-1, S-2
(B) P-1, Q-2, R-3, S-4
(C) P-4, Q-3, R-2, S-1
(D) P-2, Q-1, R-4, S-3

**9.** Which of the following statements about NGOs (Non-Governmental Organizations) is incorrect?
(A) They are typically independent of government control.
(B) They often play a significant role in advocacy and service delivery for social welfare.
(C) They operate on a for-profit basis, distributing surplus funds to owners.
(D) They can vary greatly in size, from small community-based groups to large international organizations.

**10.** A state government launches a scheme that provides financial assistance, skill development training, and marketing support exclusively for artisans belonging to Scheduled Castes. This initiative is a direct application of which concept?
(A) Affirmative action
(B) Social stratification
(C) Laissez-faire economics
(D) Social exclusion

**11.** What is the primary role of 'Civil Societies' in social welfare?
(A) To replace the functions of the state entirely through private initiatives.
(B) To function as an official branch of the government's legislative body.
(C) To focus exclusively on managing international and diplomatic relations.
(D) To advance common interests while acting as a watchdog over the state.

**12.** From the statements below, identify those that correctly describe the purpose of affirmative action:
(a) To remedy the effects of past discrimination.
(b) To ensure that public institutions are more representative of the society they serve.
(c) To establish a permanent system of separate development for different communities.
(d) To promote the principle of meritocracy without any consideration for social background.

Which of the above statement(s) is/are correct?
(A) (a) and (b) only
(B) (c) and (d) only
(C) (a), (b) and (c)
(D) (b), (c) and (d)

**13.** A sudden and catastrophic earthquake that causes widespread destruction and loss of life is classified as which type of disaster?
(A) A meteorological disaster.
(B) A hydrological disaster.
(C) A geophysical disaster.
(D) A biological disaster.

**14.** The concept of 'Equity' differs from 'Equality' in that equity emphasizes:
(A) Providing everyone with the exact same resources.
(B) Treating everyone the same, regardless of their circumstances.
(C) Maintaining the existing distribution of resources and opportunities.
(D) Fairness and providing resources based on individual or group needs.

**15.** What is a primary function of the National Commission for Women (NCW)?
(A) Reviewing constitutional safeguards for women and recommending reforms.
(B) Acting as a formal court to deliver final judgments in criminal cases.
(C) Managing and disbursing venture capital for all women-led businesses.
(D) Directly implementing district-level welfare schemes for all women.

**16.** Arrange the following steps in a typical disaster management cycle in a logical sequence:
(a) Response
(b) Mitigation

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(D) P-4, Q-2, R-3, S-1

**51.** The principle of 'equity' in social justice administration would justify:
(A) A uniform pension for all retired citizens, regardless of their financial status.
(B) Charging the same hospital fees from a wealthy patient and a poor patient.
(C) Distributing equal plots of land to every citizen, irrespective of family size or need.
(D) Providing higher financial assistance to a more impoverished family compared to a less impoverished one.

**52.** Which of the following is an incorrect statement regarding the concept of reservations in India?
(A) It is a form of affirmative action.
(B) It is applicable in private sector employment without any legislative backing.
(C) It aims to provide representation to historically marginalized communities.
(D) It is provided for in the Constitution of India for public employment and education.

**53.** A sudden, severe drought affecting a large agricultural region is best classified as a:
(A) Geophysical disaster
(B) Biological disaster
(C) Meteorological disaster
(D) Man-made disaster

**54.** Identify the characteristics of a 'Voluntary Agency' involved in social welfare from the statements below:
(a) It is established by individuals who choose to associate.
(b) Its primary objective is to earn profits for its founders.
(c) It has its own system of governance and management.
(d) It is entirely funded and controlled by a government department.
Which of the above statement(s) is/are correct?
(A) (a) and (c) only
(B) (b) and (d) only
(C) (a), (c) and (d)
(D) (b), (c) and (d)

**55.** The institutional arrangement for disaster management in India is typically:
(A) A multi-tiered structure, with bodies at the national, state, and district levels.
(B) A single, centralized agency with no state-level bodies.
(C) Exclusively managed by the armed forces.
(D) Entirely outsourced to international non-governmental organizations.

**56.** Read the following statements regarding welfare policies for the aged and select the correct option:
**Statement I :** The National Policy for Older Persons primarily focuses on the financial well-being of the aged, ignoring their health and social needs.
**Statement II :** A key objective of welfare policies for the aged is to promote the concept of 'ageing in place' or supporting them to live in their own homes for as long as possible.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true but Statement II is false.
(D) Statement I is false but Statement II is true.

**57.** "The transformation of social institutions, social structures, and cultural norms over time" is the definition of:
(A) Social Welfare
(B) Social Change
(C) Social Justice
(D) Social Status

**58.** Read the Assertion and Reason given below and choose the correct option:
**Assertion (A) :** The National Commission for Women (NCW) is a statutory body.
**Reason (R) :** It was established by an Act of Parliament, the National Commission for Women Act, 1990.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**59.** The role of the state in social welfare administration involves all of the following EXCEPT:
(A) Formulating social policies.
(B) Enacting legislation for the protection of vulnerable groups.

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**94.** Which of the following statements about institutional arrangements for the welfare of SCs/STs is incorrect?
(A) Special provisions exist in the Constitution for their representation in legislatures.
(B) National Commissions are in place to safeguard their interests.
(C) The government formulates specific sub-plans (SCSP and TSP) for their development.
(D) There are no laws to protect them from atrocities and discrimination.

**95.** Identify the main characteristics of social welfare administration from the statements below:
(a) It is based on humanitarian and democratic values.
(b) It aims to make individuals self-reliant.
(c) It is a for-profit enterprise.
(d) It involves organizing and directing social services.
(e) It operates outside any legal framework.
Which of the above statement(s) is/are correct?
(A) (a), (b) and (d) only
(B) (c), (d) and (e) only
(C) (a), (c) and (e) only
(D) All of the above

**96.** The concept of "Equity" in social justice is best illustrated by:
(A) Giving a runner with a disability a head start in a race to ensure fair competition.
(B) Giving every runner in a race the same pair of shoes.
(C) Declaring the fastest runner as the sole winner without any considerations.
(D) Cancelling the race altogether if one runner is disadvantaged.

**97.** Read the Assertion and Reason given below and choose the correct option:
**Assertion (A) :** The role of non-state actors is critical in the 'last mile' delivery of relief during disasters.
**Reason (R) :** Non-state actors, like local community groups and NGOs, often have better access and rapport with the affected population than formal state agencies.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**98.** A 'Voluntary Agency' is characterized by its:
(A) Creation by government statute.
(B) Motivation for financial profit.
(C) Voluntary nature of association and management.
(D) Compulsory membership for all citizens.

**99.** The "Beti Bachao, Beti Padhao" (Save the Girl Child, Educate the Girl Child) scheme is an institutional program primarily aimed at addressing:
(A) Issues of declining Child Sex Ratio (CSR) and promoting education for girls.
(B) The health needs of elderly women.
(C) The rights of differently-abled women.
(D) The lack of political representation for women.

**100.** Which of the following is a key element of the institutional framework for the protection and welfare of children in India?
(A) The Senior Citizens Act.
(B) The Mandal Commission Report.
(C) The National Adult Education Programme.
(D) The Juvenile Justice (Care and Protection of Children) Act.

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**101.** Social welfare administration is essential for implementing the vision of a:
(A) Laissez-faire state
(B) Welfare state
(C) Police state
(D) Totalitarian state

**102.** Which of the following is NOT a function of the National Commission for STs?
(A) To investigate matters of deprivation of rights of STs.
(B) To recommend measures for the welfare and development of STs.
(C) To directly allocate funds for state government projects.
(D) To participate and advise on the planning process for the development of STs.

**103.** 'Inclusiveness' as a principle of social justice requires that:

**68.** Match List I (Policy/Act) with List II (Target Group):
List I: (Policy/Act)
P. The Maintenance and Welfare of Parents and Senior Citizens Act, 2007
Q. The Prohibition of Child Marriage Act, 2006
R. The Rights of Persons with Disabilities Act, 2016
S. The Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006
List II: (Target Group)
1. Children
2. Scheduled Tribes
3. Aged
4. Differently-abled (Divyang)
(A) P-1, Q-2, R-3, S-4
(B) P-4, Q-3, R-1, S-2
(C) P-3, Q-1, R-4, S-2
(D) P-2, Q-4, R-3, S-1

**69.** The main purpose of providing reservations for OBCs (Other Backward Classes) is to:
(A) Address social and educational backwardness.
(B) Provide representation based on religious affiliation.
(C) Create a separate electorate system.
(D) Ensure economic equality for all citizens.

**70.** The immediate, short-term activities undertaken after a disaster strikes, such as search and rescue, are part of which phase of disaster management?
(A) Mitigation
(B) Response
(C) Preparedness
(D) Recovery

**71.** Which statement about social welfare is incorrect?
(A) It encompasses services like healthcare, education, and social security.
(B) The goal is to enhance the social functioning and well-being of people.
(C) It is solely the responsibility of non-governmental organizations.
(D) It can be delivered through governmental and non-governmental channels.

**72.** Identify the correct functions of the Commissions for SC/ST/Minorities from the statements below:
(a) They possess the powers of a civil court for investigation.
(b) Their recommendations are binding on the Parliament.
(c) They look into specific complaints regarding deprivation of rights.
(d) They are responsible for implementing welfare schemes directly.
Which of the above statement(s) is/are correct?
(A) (a) and (c) only
(B) (b) and (d) only
(C) (a), (b) and (c)
(D) (b), (c) and (d)

**73.** 'Equity' and 'Inclusiveness' are core components of social justice because they:
(A) Aim to correct imbalances and ensure meaningful participation for all, especially the marginalized.
(B) Ensure that everyone is treated identically, ignoring their different starting points.
(C) Focus on dividing society into separate, non-interacting groups.
(D) Prioritize the needs of the majority over the rights of minority groups.

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**74.** A community preparing an evacuation plan and conducting drills for a potential cyclone is engaging in which phase of disaster management?
(A) Response
(B) Recovery
(C) Preparedness
(D) Mitigation

**75.** Read the Assertion and Reason given below and choose the correct option:
**Assertion (A) :** The concept of 'Social Welfare' is static and has a universally fixed definition across all societies and times.
**Reason (R) :** Social needs, values, and problems are constant and do not change.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) Both A and R are false.

(D) The government controls all aspects of an individual's life.

**130.** A heatwave is an example of what kind of disaster?
(A) Geophysical
(B) Biological
(C) Man-made
(D) Meteorological

**131.** Which of the following is NOT a characteristic of a 'voluntary agency'?
(A) It has a legal obligation to share its profits with the government.
(B) It is formed by the free will of a group of people.
(C) It has a formal structure and a system of management.
(D) It is established to serve the community in some specific way.

**132.** Match List I (Action) with List II (Phase of Disaster Management):
List I: (Action)
P. Conducting mock drills for evacuation
Q. Providing food and shelter immediately after an earthquake
R. Retrofitting buildings to make them earthquake-resistant
S. Providing long-term housing loans to affected families
List II: (Phase of Disaster Management)
1. Response
2. Recovery
3. Preparedness
4. Mitigation
(A) P-1, Q-2, R-3, S-4
(B) P-4, Q-3, R-2, S-1
(C) P-3, Q-1, R-4, S-2
(D) P-2, Q-4, R-1, S-3

**133.** The 'creamy layer' concept is used to exclude certain affluent members of which community from the benefits of reservation?
(A) Scheduled Castes (SCs)
(B) Scheduled Tribes (STs)
(C) Other Backward Classes (OBCs)
(D) All of the above

**134.** Read the Assertion and Reason given below and choose the correct option:
**Assertion (A) :** The National Commissions for SCs, STs, and Minorities have been granted the powers of a civil court for specific purposes.
**Reason (R) :** This power enables them to summon individuals, demand documents, and receive evidence on affidavit while investigating complaints of rights violations.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**135.** The term 'equity' in social justice is about:
(A) Sameness
(B) Charity
(C) Uniformity
(D) Fairness

**136.** The role of the state in social welfare administration is primarily that of a/an:
(A) Silent observer
(B) Facilitator and provider
(C) Profit-making entity
(D) Punitive authority

**137.** Which of the following is the best example of 'social change'?
(A) A person changing their clothes daily.
(B) The annual cycle of seasons.
(C) The increasing acceptance of women in leadership roles in a society.
(D) The re-election of the same political party.

**138.** Identify the statements that accurately describe the institutional arrangements for disaster management in India:
(a) The Disaster Management Act was enacted in 2005.
(b) It provides for a three-tier system: national, state, and district levels.
(c) The Home Minister chairs the National Disaster Management Authority (NDMA).
(d) The National Disaster Response Force (NDRF) is a specialized force for disaster response.
(e) All disaster management is handled by the Ministry of Environment.
Which of the above statement(s) is/are correct?
(A) (a), (b), and (c) only

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**85.** Which of the following is an example of a man-made disaster?
(A) A tsunami generated by an undersea earthquake.
(B) A volcanic eruption.
(C) A major industrial accident releasing toxic chemicals.
(D) A severe hailstorm.

**86.** The concept of 'Social Change' includes all of the following EXCEPT:
(A) Changes in social norms and values.
(B) The complete absence of any alteration in social relationships.
(C) Transformation of political and economic institutions.
(D) Shifts in family structure and gender roles.

**87.** Match List I (Commission) with List II (Primary Mandate):
List I: (Commission)
P. National Commission for Scheduled Castes
Q. National Commission for Women
R. National Commission for Minorities
S. National Commission for Protection of Child Rights
List II: (Primary Mandate)
1. Safeguarding rights of religious and linguistic minorities
2. Safeguarding rights and interests of women
3. Safeguarding rights and interests of children
4. Safeguarding rights and interests of Scheduled Castes
(A) P-4, Q-2, R-1, S-3
(B) P-1, Q-3, R-2, S-4
(C) P-2, Q-4, R-3, S-1
(D) P-3, Q-1, R-4, S-2

**88.** Providing assistive devices and scholarships to 'Divyang' students is an application of:
(A) Social welfare administration aimed at empowerment.
(B) A punitive measure for social control.
(C) A disaster response mechanism.
(D) A policy of social exclusion.

**89.** A key difference between an NGO and a government agency is:
(A) NGOs are always for-profit, while government agencies are non-profit.
(B) NGOs are part of the state structure, while government agencies are not.
(C) Government agencies have legal authority and state backing, which NGOs typically lack.
(D) NGOs only work at the international level, while government agencies work locally.

**90.** Analyze the following cause-and-effect relationship and select the most appropriate option:
Cause: A society implements strong affirmative action policies for marginalized groups in education and employment.
Effect: Over time, there is a visible increase in the representation of these groups in higher education and public services, contributing to social change.
(A) The Cause and Effect are unrelated.
(B) The Effect is a plausible consequence of the Cause.
(C) The Cause is an effect of the Effect.
(D) The Effect is a negative outcome of the Cause.

**91.** Which of the following correctly identifies the nature of disaster management?
(A) It is a one-time activity focused only on rescue.
(B) It is the exclusive responsibility of the military.
(C) It is primarily concerned with predicting disasters with 100% accuracy.
(D) It is a continuous and integrated process involving multiple phases and stakeholders.

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**92.** Which of the following is NOT an objective of social justice?
(A) To ensure equality of opportunity.
(B) To reinforce and maintain existing social hierarchies.
(C) To provide a safety net for the vulnerable.
(D) To remedy past injustices and discrimination.

**93.** The Chairperson of the National Disaster Management Authority (NDMA) in India is:
(A) The President of India
(B) The Home Minister
(C) The Prime Minister
(D) A retired Supreme Court Judge

List I: (Term)
P. NGO
Q. Civil Society
R. State Actor
S. Voluntary Agency
List II: (Best Description)
1. The sphere of association outside the family, state, and market
2. A government body like the police or army
3. An organization, independent of government, usually non-profit
4. An agency based on the principle of citizen's choice and participation
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-1, R-2, S-4
(C) P-4, Q-3, R-1, S-2
(D) P-2, Q-4, R-3, S-1

**113.** Affirmative action policies like reservations are intended to be a mechanism for:
(A) Punishing the majority community.
(B) Achieving substantive equality rather than just formal equality.
(C) Establishing permanent social divisions.
(D) Replacing merit with social identity entirely.

**114.** The role of media as a non-state actor in disaster management is most crucial for:
(A) Disseminating early warnings and verified information to the public.
(B) Conducting search and rescue operations.
(C) Distributing relief materials directly to the victims.
(D) Rebuilding damaged infrastructure.

**115.** Which of the following is an incorrect pair?
(A) Social Welfare - Organized services for well-being
(B) Social Justice - Fair distribution of opportunities
(C) Social Change - Maintaining the status quo
(D) Affirmative Action - Correcting historical disadvantage

**116.** The National Institute of Disaster Management (NIDM) is primarily responsible for:
(A) Leading rescue and relief operations during a disaster.
(B) Funding the reconstruction of all damaged property post-disaster.
(C) Issuing early warnings for all types of natural hazards.
(D) Human resource development, capacity building, training, and research in disaster management.

**117.** Which of the following policies or acts is specifically an institutional framework for the welfare of the 'differently-abled (Divyang)'?
(A) The Integrated Child Development Services (ICDS).
(B) The National Food Security Act.
(C) The Rights of Persons with Disabilities Act, 2016.
(D) The National Rural Employment Guarantee Act (NREGA).

**118.** Identify the statements that do NOT represent the functions of the National Commission for Minorities:
(a) To evaluate the progress of the development of Minorities.
(b) To make recommendations for the effective implementation of safeguards for Minorities.
(c) To grant citizenship to immigrants.
(d) To act as a criminal court and sentence offenders.
(e) To look into specific complaints regarding deprivation of rights of Minorities.
Which of the above statement(s) is/are correct?
(A) (a) and (b) only
(B) (c) and (d) only
(C) (a), (b) and (e) only
(D) (c), (d) and (e) only

**119.** A key objective of programs for the welfare of OBCs is to:
(A) Provide them with a separate legal system.
(B) Identify the "creamy layer" to ensure benefits reach the most deserving.
(C) Promote their emigration to other countries.
(D) Discourage them from participating in higher education.

**120.** Read the Assertion and Reason given below and choose the correct option:
**Assertion (A) :** The concept of social welfare administration is wider than social work.
**Reason (R) :** Social welfare administration involves the formulation of policies, planning, and organization of services, which are then

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(A) Development benefits should be concentrated among the most advanced sections of society.
(B) Social groups should be kept separate to preserve their unique cultures.
(C) Economic policies should prioritize growth at any social cost.
(D) The process of development should engage and benefit all sections of society, including the marginalized.

**104.** Identify the characteristics of Affirmative Action from the statements below:
(a) It is a reactive measure to address past and present discrimination.
(b) It is a proactive measure to foster diversity and inclusion.
(c) It is often time-limited or subject to periodic review.
(d) It is intended to be a permanent feature of society, creating fixed quotas forever.
Which of the above statement(s) is/are correct?
(A) (a), (b) and (c) only
(B) (b), (c) and (d) only
(C) (a) and (d) only
(D) (a), (b), (c) and (d)

**105.** A large-scale locust attack that destroys crops over a vast area is classified as:
(A) A biological disaster
(B) A geophysical disaster
(C) A hydrological disaster
(D) A man-made disaster

**106.** Read the following statements regarding social change and select the correct option:
**Statement I :** Social change always leads to positive outcomes and social progress.
**Statement II :** Social change can also be disruptive and lead to social problems or conflict.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true but Statement II is false.
(D) Statement I is false but Statement II is true.

**107.** The establishment of separate ministries for Social Justice, Tribal Affairs, and Women & Child Development is an example of:
(A) The failure of social welfare.
(B) The role of non-state actors.
(C) A disaster management strategy.
(D) The institutional arrangement for social welfare administration.

**108.** Arrange the following disaster management entities in the correct hierarchical order, from national to district level:
(a) State Disaster Management Authority (SDMA)
(b) National Disaster Management Authority (NDMA)
(c) District Disaster Management Authority (DDMA)
(A) (a), (b), (c)
(B) (b), (a), (c)
(C) (c), (a), (b)
(D) (b), (c), (a)

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**109.** The primary distinction between a 'hazard' and a 'disaster' is that a disaster involves:
(A) An event of natural origin only.
(B) A hazard event whose consequences overwhelm the capacity of a society to cope.
(C) Any negative event, regardless of its scale.
(D) An event that is successfully managed without any loss of life.

**110.** Which statement about the role of the National Commissions (for SC/ST/Women etc.) is correct?
(A) They function as parallel governments with executive powers.
(B) They are temporary bodies formed only after a major incident of rights violation.
(C) They are primarily investigative and recommendatory bodies with the powers of a civil court.
(D) They are directly responsible for the disbursal of all welfare funds to beneficiaries.

**111.** The concept of 'Social Justice' in the Indian context is enshrined in the:
(A) Indian Penal Code only.
(B) Companies Act only.
(C) By-laws of various non-governmental organizations.
(D) Preamble, Fundamental Rights, and Directive Principles of State Policy in the Constitution.

**112.** Match List I with List II by linking each term with its best description:

(C) Establishing a framework of public services.
(D) Promoting the interests of one specific religious group over others.

**60.** The following case study illustrates a specific concept in disaster management:
*An urban area is hit by flash floods. The local municipal corporation, the State Disaster Response Force (SDRF), a local NGO providing food packets, and community volunteers rescuing their neighbors are all involved in the immediate aftermath.*
This scenario best illustrates:
(A) The importance of a multi-actor response in disaster management.
(B) The failure of the national government.
(C) The sole responsibility of non-state actors in disasters.
(D) A purely man-made disaster with no natural components.

**61.** What distinguishes a 'Civil Society' from the 'State'?
(A) Civil society is a formal part of the government's executive branch.
(B) Civil society has the authority to use legitimate force and coercion.
(C) It operates in the public realm independent of state control.
(D) Civil society is primarily concerned with international trade and commerce.

**62.** Identify the elements related to the institutional framework for the welfare of women in India from the statements below:
(a) The National Commission for Women (NCW).
(b) The Protection of Women from Domestic Violence Act, 2005.
(c) The Ministry of Women and Child Development.
(d) Beti Bachao, Beti Padhao scheme.
(e) The National Green Tribunal.
Which of the above statement(s) is/are correct?
(A) (a), (b), (c) and (d) only
(B) (c), (d) and (e) only
(C) (a), (c) and (e) only
(D) All of the above

**63.** Which of the following is the best example of a policy promoting 'inclusiveness' for differently-abled persons?
(A) Building separate schools for all differently-abled children.
(B) Providing a universal disability pension to every citizen.
(C) Reserving all public sector jobs for differently-abled persons.
(D) Mandating that all new public infrastructure be barrier-free and accessible.

**64.** A key role of the National Commission for Scheduled Castes is to advise on the planning process of socio-economic development for SCs. This function is:
(A) Judicial in nature.
(B) Participatory and developmental in nature.
(C) Punitive in nature.
(D) Exclusively financial in nature.

**65.** The concept of 'Social Justice' is most centrally concerned with:
(A) Maximizing national income.
(B) The maintenance of law and order.
(C) The fair and equitable distribution of resources, opportunities, and privileges.
(D) The preservation of traditional customs, irrespective of their fairness.

**66.** Which one of the following is NOT a recognized type of disaster?
(A) Hydrological (e.g., floods, tsunami)
(B) Geophysical (e.g., earthquakes, volcanic eruptions)
(C) Biological (e.g., epidemic, pest infestation)
(D) Political (e.g., change of government through elections)

**67.** Read the following statements regarding NGOs and select the correct option:
**Statement I :** NGOs, being non-governmental, cannot receive any funding from government sources.
**Statement II :** Many NGOs collaborate with government agencies to implement social welfare programmes.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true but Statement II is false.
(D) Statement I is false but Statement II is true.

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implemented by professionals, including social workers.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**121.** "The organized provision of resources and services for the society to deal with social problems" is a definition of:
(A) Social Change
(B) Social Stratification
(C) Social Welfare
(D) Social Conflict

**122.** Which of the following is a primary role of the State Disaster Management Authority (SDMA)?
(A) To personally lead all search and rescue operations in the state.
(B) To seek international aid directly, bypassing the central government.
(C) To command the National Disaster Response Force (NDRF).
(D) To lay down the state disaster management policy and plan.

**123.** The shift from a view of disability as a medical issue to a view of disability as a social and human rights issue is an example of:
(A) Social change
(B) Social stagnation
(C) Affirmative action
(D) Disaster management

**124.** Read the following statements regarding NGOs and select the correct option:
**Statement I :** All NGOs are mandatorily required to work only on issues of child welfare.
**Statement II :** NGOs often fill gaps in services that the government is unable to provide.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true but Statement II is false.
(D) Statement I is false but Statement II is true.

**125.** The purpose of reservations as a form of affirmative action is to:
(A) Provide a permanent crutch to certain communities.
(B) Promote inefficiency in public administration.
(C) Ensure that historically underrepresented groups get a fair chance to compete.
(D) Create a rigid, caste-based society.

**126.** Rebuilding houses, restoring livelihoods, and repairing infrastructure after a flood are activities that fall under which phase of disaster management?
(A) Recovery
(B) Mitigation
(C) Preparedness
(D) Response

**127.** Which statement correctly describes the relationship between the state and civil society in social welfare?
(A) They are always in an adversarial relationship.
(B) Civil society acts as an agent of the state.
(C) The state has no role in social welfare where civil society is active.
(D) They can be partners, with civil society often complementing or challenging the state's actions for greater public good.

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**128.** Identify the primary objectives of the National Policy for Women from the statements below:
(a) Advancing the social and economic status of women.
(b) Ensuring their participation in decision-making.
(c) Creating an environment free from violence and discrimination.
(d) Limiting women's access to education and employment.
Which of the above statement(s) is/are correct?
(A) (a), (b) and (c) only
(B) (b) and (d) only
(C) (a) and (d) only
(D) (a), (b), (c) and (d)

**129.** The concept of 'Social Justice' requires a society to ensure:
(A) Absolute equality of outcome for every individual.
(B) The preservation of all traditional hierarchies.
(C) Fair access to resources and opportunities for all its members.

**76.** The "Integrated Child Development Services (ICDS)" program is a flagship institutional framework for the welfare of:
(A) Aged persons and women
(B) Children (0-6 years), pregnant women, and lactating mothers
(C) Only adolescent girls
(D) Differently-abled children exclusively

**77.** Which of the following is a correct pair regarding institutional arrangements for disaster management?
(A) National Level - State Disaster Management Authority (SDMA)
(B) District Level - National Disaster Management Authority (NDMA)
(C) National Level - National Disaster Response Force (NDRF)
(D) State Level - District Disaster Management Authority (DDMA)

**78.** The primary purpose of establishing the National Commission for Minorities was to:
(A) Promote a single, uniform culture throughout the country.
(B) Administer the personal laws of all communities.
(C) Control the financial assets of minority institutions.
(D) Safeguard the interests of religious and linguistic minorities.

**79.** Arrange the following groups in the order they were recognized for affirmative action policies (reservations) by the central government of India:
(a) Other Backward Classes (OBCs)
(b) Scheduled Castes (SCs)
(c) Scheduled Tribes (STs)
(d) Economically Weaker Sections (EWS)
(A) (b) & (c) simultaneously, (a), (d)
(B) (a), (b), (c), (d)
(C) (d), (a), (c), (b)
(D) (c), (a), (d), (b)

**80.** What is the fundamental difference between social welfare and social justice?
(A) Social welfare is a government function, while social justice is an NGO function.
(B) Social welfare is about charity, while social justice is about rights and systemic change.
(C) There is no difference; the terms are perfectly interchangeable.
(D) Social welfare focuses on the economy, while social justice focuses on politics.

**81.** Building a cyclone shelter in a coastal area is an example of:
(A) Disaster Response
(B) Disaster Recovery
(C) Disaster Mitigation
(D) Disaster Investigation

**82.** Read the following statements regarding Civil Society Organizations (CSOs) and select the correct option:
**Statement I :** CSOs are part of the formal government structure.
**Statement II :** CSOs can play a vital role in advocacy for social justice and holding the government accountable.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true but Statement II is false.
(D) Statement I is false but Statement II is true.

**83.** Identify the policies and institutional frameworks for the protection and welfare of the aged from the statements below:
(a) National Policy on Older Persons (NPOP).
(b) Integrated Programme for Older Persons (IPOP).
(c) Maintenance and Welfare of Parents and Senior Citizens Act, 2007.
(d) Sarva Shiksha Abhiyan (SSA).
(e) Pradhan Mantri Matru Vandana Yojana (PMMVY).
Which of the above statement(s) is/are correct?
(A) (a), (d) and (e) only
(B) (a), (b) and (c) only
(C) (c), (d) and (e) only
(D) All of the above

**84.** The Mandal Commission's recommendations, which were implemented in the 1990s, led to the provision of reservations for which category in central government services?
(A) Scheduled Castes (SCs)
(B) Scheduled Tribes (STs)
(C) Anglo-Indians
(D) Other Backward Classes (OBCs)

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(B) (a), (b), and (d) only
(C) (c), (d), and (e) only
(D) (a), (d), and (e) only

**139.** A company illegally dumping its chemical waste into a river, causing a massive fish kill and contaminating the water supply for downstream villages, is an example of a:
(A) Man-made Disaster
(B) Natural Disaster
(C) Geophysical Disaster
(D) Meteorological Disaster

**140.** Read the following statements regarding the welfare of the aged and select the correct option:
**Statement I :** The 'Maintenance and Welfare of Parents and Senior Citizens Act, 2007' makes it a legal obligation for children to provide maintenance to their parents.
**Statement II :** The Act aims to discourage family support and promote the establishment of old age homes for all senior citizens.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true but Statement II is false.
(D) Statement I is false but Statement II is true.

**141.** The overarching goal of social welfare administration is to:
(A) Maximize the profit of social service agencies.
(B) Maintain social control through strict regulation.
(C) Focus exclusively on providing financial aid to the poor.
(D) Enhance the social functioning and well-being of individuals, groups, and communities.

**142.** Arrange the phases of the disaster management cycle in their correct post-disaster sequence:
(a) Recovery
(b) Response
(c) Reconstruction
(A) (a), (b), (c)
(B) (b), (a), (c)
(C) (c), (a), (b)
(D) (b), (c), (a)

**143.** Which of the following is a key institutional framework for the welfare of Scheduled Tribes?
(A) The Companies Act
(B) The National Urban Health Mission.
(C) The Tribal Sub-Plan (TSP) approach in planning.
(D) The Foreign Exchange Management Act.

**144.** The most significant function of a civil society organization is:
(A) To replace the judiciary in dispensing justice.
(B) To manage the country's foreign policy.
(C) To control the national economy.
(D) To act as an intermediary between the people and the state.

**145.** What is the fundamental principle behind affirmative action?
(A) That preferential treatment may be necessary to overcome historical discrimination.
(B) That all individuals are born with equal abilities and opportunities.
(C) That formal equality is sufficient to ensure social justice.
(D) That social hierarchy is natural and should not be disturbed.

**146.** Which of the following is an incorrect statement about the role of commissions like the NCW or NCSC?
(A) They can inquire into complaints of rights violations.
(B) They can issue legally binding arrest warrants against offenders.
(C) They can recommend legislative and welfare measures to the government.
(D) They can monitor the implementation of constitutional safeguards.

**147.** A policy that provides scholarships to girls from minority communities to pursue higher education is an example of promoting:
(A) Only social change.
(B) Only disaster management.
(C) Social justice and inclusiveness.
(D) Only voluntary action.

**148.** In the context of disaster management, 'non-state actors' include all of the following EXCEPT:
(A) Non-Governmental Organizations (NGOs).
(B) Community-Based Organizations (CBOs).
(C) The private corporate sector.

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(c) To ensure their representation in public services and legislatures.
(d) To enforce their complete assimilation by erasing their cultural identity.

Which of the above statement(s) is/are correct?
(A) (a), (b) and (c) only
(B) (b), (c) and (d) only
(C) (a) and (d) only
(D) (a), (b), (c) and (d)

**222.** The transition from a joint family system to a nuclear family system in many urban areas represents a significant:
(A) Affirmative action
(B) Social change
(C) Disaster response
(D) Welfare policy for the aged

**223.** What is the fundamental goal of Social Welfare Administration?
(A) To primarily focus on punitive measures for social deviance.
(B) To replace the role of family and community entirely.
(C) Effectively delivering social services based on established public policies.
(D) To operate social services as a for-profit business.

**224.** Which of the following is an example of the role of a state actor in disaster management?
(A) A local religious group organizing a community kitchen.
(B) An international NGO airlifting medical supplies.
(C) A corporate house donating money to a relief fund.
(D) The State Disaster Response Force (SDRF) conducting a rescue operation.

**225.** Read the Assertion and Reason given below and choose the correct option:
**Assertion (A) :** Social Justice is not just about the absence of discrimination but also about the presence of enabling conditions for human development.
**Reason (R) :** This requires proactive measures by the state, such as ensuring access to education, health, and livelihoods, especially for the marginalized.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**226.** Which of the following is NOT a form of affirmative action?
(A) A universal tax applicable to all citizens equally, regardless of income.
(B) Reservations in government jobs.
(C) Quotas in educational institutions.
(D) Special training programs for underrepresented groups.

**227.** A key policy for the welfare of the aged is the 'National Policy on Older Persons'. Its main objective is to:
(A) Mandate that all persons above 60 must live in old age homes.
(B) Ensure the well-being of older persons and strengthen their legitimate place in society.
(C) Provide employment to older persons in hazardous industries.
(D) Restrict the movement and social participation of the elderly.

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**228.** Arrange the following steps of social welfare administration in a logical order:
(a) Implementation of services
(b) Formulation of social policy
(c) Evaluation of services
(d) Programme planning and organization
(A) (a), (b), (d), (c)
(B) (b), (d), (a), (c)
(C) (d), (c), (b), (a)
(D) (c), (a), (d), (b)

**229.** Read the following statements regarding the role of Commissions for SC/ST/Women/Minorities and select the correct option:
**Statement I :** They are judicial bodies with the power to convict and imprison individuals.
**Statement II :** They are quasi-judicial bodies with powers of a civil court to investigate, inquire, and recommend action.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true but Statement II is false.
(D) Statement I is false but Statement II is true.

(C) A representative from a local NGO.
(D) The District Collector/District Magistrate.

**158.** The 'nature' of a disaster is best described as an event that:
(A) Is always predictable and preventable.
(B) Causes a level of suffering and damage that exceeds a community's capacity to cope.
(C) Only affects developing countries.
(D) Is managed effectively using local resources without any external help.

**159.** Match List I with List II to link each term with its core idea:
List I: (Term)
P. Equity
Q. Inclusiveness
R. Social Change
S. Social Welfare
List II: (Core Idea)
1. Alteration of social structures
2. Organized system of services
3. Fairness, providing resources based on need
4. Ensuring participation of marginalized groups
(A) P-3, Q-4, R-1, S-2
(B) P-1, Q-2, R-3, S-4
(C) P-4, Q-3, R-2, S-1
(D) P-2, Q-1, R-4, S-3

**160.** Which of the following is NOT a role of the state in disaster management?
(A) Focusing solely on post-disaster relief and ignoring mitigation.
(B) Developing legal and institutional frameworks.
(C) Mainstreaming disaster risk reduction into development planning.
(D) Coordinating the efforts of various agencies during a disaster.

**161.** A key function of the National Commission for Protection of Child Rights (NCPCR) is to:
(A) Provide direct financial support to all families with children.
(B) Run and administer schools and orphanages across the country.
(C) Inquire into complaints regarding violation of child rights.
(D) Act as the final judicial authority for all cases under the POCSO Act.

**162.** Analyze the following cause-and-effect relationship and select the most appropriate option:
Cause: A society experiences rapid industrialization and urbanization.
Effect: Traditional family structures and community bonds undergo significant transformation. This is an instance of social change.
(A) The Cause and the Effect are unrelated.
(B) The Effect is a logical consequence of the Cause.
(C) The Cause is an outcome of the Effect.
(D) The Cause and Effect are both negative phenomena.

**163.** A 'Voluntary Agency' is best defined as an organization that is:
(A) Managed and funded by the government for specific tasks.
(B) Created by citizen free will to perform public service.
(C) A for-profit company that voluntarily donates a part of its earnings to charity.
(D) A mandatory association for all professionals in a particular field.

**164.** In the context of social justice, 'inclusiveness' means:
(A) Providing separate but equal facilities for all social groups.
(B) Designing policies that benefit only the majority population.
(C) A hands-off approach, letting social groups fend for themselves.
(D) Actively working to include the voices and needs of marginalized groups in the mainstream.

**165.** Which statement about the National Commissions (SC, ST, Minorities) is incorrect?
(A) Their recommendations are automatically converted into law by Parliament.
(B) They have a mandate to investigate specific complaints.
(C) They present annual reports to the President.
(D) They advise on the socio-economic development planning for their respective communities.

**166.** A flash flood is which type of disaster?

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(A) Geophysical
(B) Biological
(C) Hydrological
(D) Technological (Man-made)

**167.** Which of the following does NOT represent an institutional arrangement for social welfare administration?
(A) A for-profit private hospital chain.
(B) The Ministry of Social Justice and Empowerment.
(C) The National Commission for Women.
(D) A state-run old age home.

**168.** Identify the functions of Civil Society from the statements below:
(a) To act as a formal part of the state's judiciary.
(b) To articulate citizens' interests and demands.
(c) To hold the state accountable for its actions.
(d) To provide a space for public debate and collective action.
Which of the above statement(s) is/are correct?
(A) (a), (b) and (c)
(B) (b), (c) and (d)
(C) (a) and (d) only
(D) (a) and (b) only

**169.** Read the Assertion and Reason given below and choose the correct option:
**Assertion (A) :** The Disaster Management Act, 2005, provides for a holistic and integrated approach to disaster management.
**Reason (R) :** It moves the focus from a post-disaster, relief-centric approach to a proactive regime of preparedness, mitigation, and prevention.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**170.** The policy of reserving seats in educational institutions and government jobs for SCs and STs is a direct application of the concept of:
(A) Social change
(B) Affirmative action
(C) Social welfare
(D) Disaster management

**171.** The 'welfare of OBCs' is primarily addressed through:
(A) Granting them the status of Scheduled Tribes.
(B) The creation of a separate legal framework for them.
(C) Providing reservations in jobs and education and other welfare schemes.
(D) Special financial packages for foreign education only.

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**172.** Read the following statements regarding social welfare services and select the correct option:
**Statement I :** Social welfare services are always provided free of cost.
**Statement II :** The administration of social welfare involves translating policy objectives into tangible services and benefits for the target population.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true but Statement II is false.
(D) Statement I is false but Statement II is true.

**173.** The primary role of non-state actors like corporate bodies in disaster management often involves:
(A) Taking over the command and control from the government.
(B) Formulating the national disaster management plan.
(C) Deploying their own armed personnel for security.
(D) Mobilizing resources, funds, and logistics as part of Corporate Social Responsibility (CSR).

**174.** Which of the following is a correct pair of a welfare group and a relevant legislative framework?
(A) Women - The Protection of Women from Domestic Violence Act, 2005
(B) Children - The Maintenance and Welfare of Parents and Senior Citizens Act, 2007
(C) Aged - The Juvenile Justice (Care and Protection of Children) Act, 2015
(D) Differently-abled - The Forest Rights Act, 2006

**175.** The concept of social justice is fundamentally opposed to:

(A) Equality of opportunity.
(B) The rule of law.
(C) Discrimination based on caste, creed, or gender.
(D) Provision of basic necessities for all.

**176.** Which of the following is the best example of a policy promoting 'Equity'?
(A) Providing extra remedial classes to students who are falling behind.
(B) Giving a standard textbook to all students in a class.
(C) Awarding a prize only to the student who scores the highest marks.
(D) Building schools of the exact same size in all villages, regardless of population.

**177.** A nuclear power plant accident is an example of what type of disaster?
(A) Natural
(B) Hydrological
(C) Biological
(D) Man-made/Technological

**178.** Which of the following is NOT a function of the National Commission for Women?
(A) To investigate and examine matters relating to safeguards provided for women.
(B) To fund and establish large-scale industries for women.
(C) To make recommendations for the effective implementation of those safeguards.
(D) To look into complaints relating to the deprivation of women's rights.

**179.** Identify the key institutional frameworks for the welfare of children in India from the statements below:
(a) The National Commission for Protection of Child Rights (NCPCR).
(b) The Integrated Child Development Services (ICDS).
(c) The Juvenile Justice Act.
(d) The National Policy for Older Persons.
(e) The Mandal Commission.
Which of the above statement(s) is/are correct?
(A) (a), (b) and (c) only
(B) (c), (d) and (e) only
(C) (a), (d) and (e) only
(D) All of the above

**180.** The primary aim of social welfare administration is:
(A) To generate maximum revenue for the state.
(B) To control the personal lives of citizens.
(C) To achieve the objectives of social policy efficiently and effectively.
(D) To focus solely on economic infrastructure development.

**181.** Read the Assertion and Reason given below and choose the correct option:
**Assertion (A) :** The concept of 'reservations' is sometimes criticized for potentially compromising on merit.
**Reason (R) :** The foundational principle of reservations is to balance the formal principle of merit with the substantive principle of social justice and representation for historically disadvantaged groups.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**182.** A tsunami is which type of disaster?
(A) Meteorological
(B) Biological
(C) Geophysical
(D) Man-made

**183.** Which of the following is the most accurate statement about Civil Society?
(A) It is the same as the government.
(B) It is the same as the business or commercial sector.
(C) It includes only formally registered Non-Governmental Organizations.
(D) It is the "third sector" of society, distinct from government and business.

**184.** The establishment of the National and State Commissions for the protection of human rights, women, minorities, etc., represents the:
(A) Institutional arrangement for social justice administration.
(B) Framework for economic liberalization.
(C) Structure for disaster management.
(D) Mechanism for international diplomacy.

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**185.** Read the following statements regarding social welfare and select the correct option:
**Statement I :** It is a static concept with a fixed meaning for all time.
**Statement II :** It aims to help individuals, groups, and communities to attain satisfying standards of life.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true but Statement II is false.
(D) Statement I is false but Statement II is true.

**186.** Which of the following is an incorrect pair?
(A) Aged - National Policy on Older Persons
(B) Differently-abled - Pradhan Mantri Jan Dhan Yojana
(C) Women - Beti Bachao, Beti Padhao
(D) Children - Integrated Child Development Services

**187.** The role of the National Disaster Response Force (NDRF) is primarily:
(A) To conduct research on disaster prediction.
(B) To formulate national policies on disaster management.
(C) To provide specialized response during and after a disaster.
(D) To provide long-term financial aid for reconstruction.

**188.** Arrange the following chronologically according to their enactment in India:
(a) The Disaster Management Act
(b) The National Commission for Women Act
(c) The Rights of Persons with Disabilities Act
(d) The Protection of Women from Domestic Violence Act
(A) (b), (d), (a), (c)
(B) (a), (b), (c), (d)
(C) (c), (a), (d), (b)
(D) (d), (c), (b), (a)

**189.** Which statement best distinguishes between a state actor and a non-state actor in disaster management?
(A) State actors are paid, while non-state actors are always volunteers.
(B) State actors operate only at the national level, while non-state actors operate only locally.
(C) State actors are ineffective, while non-state actors are always effective.
(D) State actors are formal government bodies, while non-state actors are not.

**190.** Match List I (Vulnerable Group) with List II (Specific Welfare Concern):
List I: (Vulnerable Group)
P. Scheduled Tribes
Q. Aged Persons
R. Minorities
S. Children
List II: (Specific Welfare Concern)
1. Protection of identity and prevention of discrimination
2. Protection from child labour and ensuring education
3. Protection of land rights and traditional livelihood
4. Provision of social security and health care
(A) P-1, Q-2, R-3, S-4
(B) P-4, Q-3, R-2, S-1
(C) P-3, Q-4, R-1, S-2
(D) P-2, Q-1, R-4, S-3

**191.** A government decision to raise the legal age of marriage for women is an example of:
(A) A disaster response measure.
(B) Social change driven by legislative action.
(C) An affirmative action policy.
(D) The functioning of a voluntary agency.

**192.** Which of the following is NOT a primary objective of policies for the welfare of women?
(A) Restricting their mobility and access to public spaces.
(B) Ensuring economic empowerment.
(C) Promoting political participation.
(D) Preventing violence and discrimination.

**193.** The concept of providing reservations for Economically Weaker Sections (EWS) is an extension of:
(A) The disaster management framework.
(B) The policies for minority welfare.
(C) The principle of affirmative action based on economic criteria.
(D) The framework for the welfare of the differently-abled.

**194.** Identify the statements that describe the role and functions of the National Commission

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for Scheduled Tribes (NCST) from the options below:
(a) To investigate matters relating to safeguards provided for STs under the Constitution.
(b) To function as a criminal court and pass sentences.
(c) To participate and advise on the planning process of socio-economic development of STs.
(d) To present an annual report to the President on the working of those safeguards.
Which of the above statement(s) is/are correct?
(A) (a), (b) and (c) only
(B) (b), (c) and (d) only
(C) (a), (c) and (d) only
(D) (a), (b) and (d) only

**195.** A community radio station, run by a local cooperative to raise awareness on health and sanitation, is an example of:
(A) A state actor
(B) A formal government department
(C) A for-profit media house
(D) A civil society initiative

**196.** The gradual rise in global sea levels due to climate change, leading to coastal erosion and flooding, can be considered a:
(A) Slow-onset disaster
(B) Sudden-onset disaster
(C) Purely geophysical disaster
(D) Purely biological disaster

**197.** The ultimate aim of social justice is to build a society where:
(A) Everyone has the same income and property.
(B) The state controls all individual choices.
(C) All individuals have the capabilities to flourish and live a life of dignity.
(D) Traditional hierarchies are strictly maintained.

**198.** Read the following statements regarding the District Disaster Management Authority (DDMA) and select the correct option:
**Statement I :** The District Disaster Management Authority (DDMA) is responsible for preparing the district-level disaster management plan.
**Statement II :** The DDMA acts as the district's planning, coordinating, and implementing body for disaster management.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true but Statement II is false.
(D) Statement I is false but Statement II is true.

**199.** What is the role of the National Commission for Backward Classes (NCBC)?
(A) To provide reservations for backward classes in the private sector.
(B) To function as a financial institution providing loans to OBC entrepreneurs.
(C) To have the final say in all matters of foreign policy concerning neighboring countries.
(D) To examine requests for inclusion of any class of citizens as a backward class and hear complaints of over-inclusion or under-inclusion.

**200.** The concept of social welfare is most closely linked to the political ideal of a:
(A) Police State
(B) Welfare State
(C) Anarchist State
(D) Laissez-faire State

**201.** Which of the following is NOT an example of a man-made disaster?
(A) A major oil spill.
(B) A building collapse due to faulty construction.
(C) A volcanic eruption.
(D) A terrorist attack.

**202.** The principle of 'equity' as applied in social justice means:
(A) Giving everyone the exact same thing.
(B) Enforcing a uniform outcome for all citizens.
(C) Ignoring individual and group differences.
(D) Giving people what they need to be successful; it's about fairness.

**203.** A primary institutional framework for the welfare of STs focusing on their land and forest rights is the:
(A) The Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006.
(B) The Environment Protection Act, 1986.
(C) The Wildlife Protection Act, 1972.
(D) The Indian Forest Act, 1927.

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(D) The National Disaster Response Force (NDRF).

**149.** The 'divyangjan' or 'differently-abled' face barriers that are primarily:
(A) Social, attitudinal, and environmental in nature.
(B) Only physical and medical.
(C) Created by their own lack of motivation.
(D) Exclusively economic.

**150.** Read the Assertion and Reason given below and choose the correct option:
**Assertion (A) :** Inclusiveness is a critical dimension of social justice.
**Reason (R) :** Without inclusive policies, development and progress may bypass marginalized and vulnerable groups, thus exacerbating inequality.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**151.** Which of the following is the most comprehensive definition of Social Welfare Administration?
(A) The process of giving charity to the needy.
(B) The management of non-governmental organizations only.
(C) The study of social problems without any action.
(D) The process of transforming a social policy into social services.

**152.** Which of the following is a correct statement regarding 'Social Justice'?
(A) It focuses on individual merit without considering social context.
(B) It involves the fair allocation of assets, privileges, and opportunities in a society.
(C) It is primarily concerned with punitive justice for criminals.
(D) It is an ancient concept that has no relevance in modern administration.

**153.** A social welfare policy providing free assistive devices like wheelchairs and hearing aids is an institutional framework primarily for the:
(A) Aged
(B) Children
(C) Differently-abled (Divyang)
(D) Minorities

**154.** Which of the following statements about NGOs is incorrect?
(A) They are established to achieve social objectives rather than make a profit.
(B) They are often referred to as a part of 'civil society'.
(C) They can receive funds from domestic and foreign sources, subject to regulations.
(D) They are a part of the formal government structure.

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**155.** Identify the statements that accurately reflect the concept of 'Affirmative Action':
(a) It is a policy that favours individuals belonging to groups that have been discriminated against previously.
(b) Its goal is to create permanent inequality in favour of certain groups.
(c) Reservations in India are a form of affirmative action.
(d) It is based on the principle that 'merit' is the sole criterion for selection, irrespective of social background.
(e) It seeks to achieve a more diverse and representative workforce or student body.
Which of the above statement(s) is/are correct?
(A) (a), (b) and (d) only
(B) (a), (c) and (e) only
(C) (b), (d) and (e) only
(D) (c) and (d) only

**156.** Read the following statements regarding the National Commissions and select the correct option:
**Statement I :** The National Commission for Scheduled Castes is a constitutional body.
**Statement II :** The National Commission for Women is a constitutional body.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true but Statement II is false.
(D) Statement I is false but Statement II is true.

**157.** The District Disaster Management Authority (DDMA) is chaired by:
(A) The Chief Minister of the State.
(B) The Superintendent of Police of the district.

**213.** Analyze the following cause-and-effect relationship and select the most appropriate option:
Cause: The government passes a law mandating accessibility standards (ramps, lifts, etc.) in all public buildings.
Effect: This action improves the mobility and participation of differently-abled persons in public life.
(A) The Cause and the Effect are unrelated.
(B) The Effect is a direct and positive consequence of the Cause.
(C) The Cause is a consequence of the Effect.
(D) The Effect is a negative outcome of the Cause.

**214.** The National Commission for Safai Karmacharis is a body that looks into the welfare of which specific group?
(A) Sanitation workers and manual scavengers.
(B) Agricultural labourers.
(C) Industrial workers.
(D) Information Technology professionals.

**215.** Match List I (Disaster Type) with List II (Example):
List I: (Disaster Type)
P. Geophysical
Q. Hydrological
R. Meteorological
S. Biological
List II: (Example)
1. Epidemic
2. Cyclone
3. Flood
4. Earthquake
(A) P-1, Q-2, R-3, S-4
(B) P-4, Q-3, R-2, S-1
(C) P-2, Q-4, R-1, S-3
(D) P-3, Q-1, R-4, S-2

**216.** Which of the following best represents the role of a 'Civil Society'?
(A) It is the formal legislative body of a country.
(B) It is the commercial, for-profit sector of an economy.
(C) It is the arena of uncoerced collective action around shared interests, purposes and values.
(D) It is an international body that governs relations between states.

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**217.** Read the following statements regarding the institutional framework for disaster management and select the correct option:
**Statement I :** The National Disaster Response Force (NDRF) is the sole agency responsible for all phases of disaster management.
**Statement II :** The institutional framework is multi-tiered, involving national, state, and district level authorities, along with various non-state actors.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true but Statement II is false.
(D) Statement I is false but Statement II is true.

**218.** The policy of reservations in India is an example of 'distributive justice', which is a key component of:
(A) Social Change
(B) Disaster Management
(C) Voluntary Action
(D) Social Justice

**219.** The 'Accessible India Campaign' (Sugamya Bharat Abhiyan) is a nationwide flagship campaign for achieving universal accessibility for:
(A) Differently-abled (Divyang)
(B) Aged persons
(C) Children
(D) Women

**220.** Which of the following is NOT a function of the National Commission for Minorities?
(A) To evaluate the progress and development of minorities.
(B) To recommend measures for the protection and welfare of minorities.
(C) To function as a court to settle property disputes among minority community members.
(D) To look into specific complaints regarding deprivation of rights of minorities.

**221.** Identify the primary aims of policies for the welfare of SCs and STs from the statements below:
(a) To promote their educational and economic interests.
(b) To protect them from social injustice and all forms of exploitation.

**204.** Identify the key roles of non-state actors in disaster management from the statements below:
(a) Enacting national legislation.
(b) Supplementing government relief efforts.
(c) Advocacy for risk reduction policies.
(d) Providing specialized technical expertise.
(e) Commanding the armed forces.
Which of the above statement(s) is/are correct?
(A) (a), (b) and (c) only
(B) (b), (c) and (d) only
(C) (c), (d) and (e) only
(D) (a), (d) and (e) only

**205.** The 'Poshan Abhiyaan' (National Nutrition Mission) is a flagship program for the welfare of:
(A) Aged persons
(B) Children, pregnant women, and lactating mothers
(C) Differently-abled persons
(D) Religious minorities

**206.** Read the Assertion and Reason given below and choose the correct option:
**Assertion (A) :** Social change is a simple, linear process that is always predictable.
**Reason (R) :** Social change is a complex, multi-faceted process influenced by various factors like technology, ideology, conflict, and environment, and its outcomes are often unpredictable.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**207.** A civil society organization working for the rights of manual scavengers and their rehabilitation is an example of an agency promoting:
(A) Disaster management
(B) Economic liberalization
(C) International trade
(D) Social justice and welfare

**208.** A key difference between 'Social Welfare' and 'Social Security' is that:
(A) Social welfare is a broader concept, while social security is a specific component dealing with contingencies like old age, unemployment, and sickness.
(B) Social welfare is provided by NGOs, while social security is provided by the government.
(C) Social security is only for the rich, while social welfare is for the poor.
(D) There is no difference between the two concepts.

**209.** The institutional arrangement for disaster management in India is mandated by which Act?
(A) The Environment (Protection) Act, 1986
(B) The Indian Penal Code, 1860
(C) The Disaster Management Act, 2005
(D) The Right to Information Act, 2005

**210.** Which of the following is an incorrect statement regarding welfare policies for the aged?
(A) They aim to provide financial and food security.
(B) They are designed to isolate older persons from the rest of society.
(C) They focus on providing health care and shelter.
(D) They promote the active and productive involvement of older persons.

**211.** In the context of Social Justice, "inclusiveness" is best achieved through:
(A) Policies that are designed only for the majority community.
(B) Policies that create separate development paths for every social group.
(C) Policies that are universal but sensitive to the needs of diverse and marginalized groups.
(D) A complete lack of government intervention in social matters.

**212.** Which of the following statements about 'Voluntary Agencies' is correct?
(A) They are established with a motive to earn profit for their owners.
(B) They are an integral part of the executive branch of the government.
(C) They are compulused required to be funded by foreign governments.
(D) They are formed voluntarily by a group of individuals to pursue a common interest, often for social good.

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**230.** A cyclone warning issued by the India Meteorological Department (IMD) is a key part of which phase of disaster management?
(A) Response
(B) Recovery
(C) Reconstruction
(D) Preparedness

**231.** The concept of "Social Welfare" is primarily based on the value of:
(A) Individual competition
(B) Profit maximization
(C) Humanitarianism and collective responsibility
(D) State authoritarianism

**232.** An earthquake is classified as which type of disaster?
(A) Geophysical
(B) Hydrological
(C) Meteorological
(D) Biological

**233.** The principle of 'inclusiveness' in social justice is violated when:
(A) A policy provides extra support to a disadvantaged group.
(B) The benefits of a development project are captured by a small, privileged elite.
(C) A public service is equally accessible to all citizens.
(D) A law is passed to protect the rights of a minority group.

**234.** Identify the statements that are NOT characteristics of a Non-Governmental Organization (NGO):
(a) It is a part of the government's executive branch.
(b) It is driven by a for-profit motive.
(c) It can play a role in service delivery and advocacy.
(d) It is formed by government order.
(e) It is independent of direct government control in its internal governance.
Which of the above statement(s) is/are correct?
(A) (c) and (e) only
(B) (a), (b) and (d) only
(C) (a), (c) and (e) only
(D) All of the above

**235.** What is the primary role of the state, as an actor, in social welfare administration?
(A) To leave all social welfare activities to the private and voluntary sectors.
(B) To focus only on national defense and law and order.
(C) To generate profit from social welfare programs.
(D) To act as a regulator, provider, and facilitator of social services.

**236.** The constitutional provisions for reservation for SCs and STs are a means to achieve:
(A) Social segregation
(B) Social justice
(C) Economic recession
(D) Political instability

**237.** Which of the following is a key institutional arrangement for the welfare of women in India?
(A) The National Green Tribunal (NGT)
(B) The Securities and Exchange Board of India (SEBI)
(C) The National Commission for Women (NCW)
(D) The Competition Commission of India (CCI)

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**238.** Analyze the following cause-and-effect relationship and select the most appropriate option:
Cause: A community lives on a floodplain without any structural mitigation measures or early warning systems.
Effect: A heavy monsoon rainfall leads to a devastating flood, causing significant loss of life and property, thus becoming a major disaster.
(A) The Cause (vulnerability) and the rainfall (hazard) combined to create the Effect (disaster).
(B) The Effect is the sole cause of the Cause.
(C) The Cause and Effect are completely unrelated events.
(D) The rainfall alone was the disaster, regardless of the community's situation.

**239.** The term 'Divyang' gives a sense of:
(A) Dignity and empowerment
(B) Pity
(C) Incapacity
(D) Charity

**240.** Which statement most accurately describes the relationship between NGOs and the government in social welfare?
(A) They are always in conflict and never cooperate.
(B) Their relationship can be collaborative, with NGOs often implementing government schemes or acting as a critical watchdog.
(C) NGOs are subordinate departments of the government.
(D) The government has no regulatory power over NGOs.

**241.** 'Social Change' refers to any significant alteration over time in:
(A) Weather patterns
(B) Individual moods
(C) Social structures, norms, and values
(D) The stock market index

**242.** Match List I (Authority) with List II (Level of Operation):
List I: (Authority)
P. NDMA
Q. SDMA
R. DDMA
S. Local Authorities (e.g., Panchayat)
List II: (Level of Operation)
1. State
2. District
3. Local/Community
4. National
(A) P-4, Q-1, R-2, S-3
(B) P-1, Q-2, R-3, S-4
(C) P-2, Q-3, R-4, S-1
(D) P-3, Q-4, R-1, S-2

**243.** The policy of providing mid-day meals in schools addresses the welfare of children by focusing on:
(A) Political participation
(B) Financial investment skills
(C) Disaster preparedness
(D) Education and Nutrition

**244.** Which of the following is a man-made disaster?
(A) Forest fire caused by lightning.
(B) A bridge collapse due to structural failure.
(C) A landslide triggered by heavy rainfall.
(D) A hailstorm.

**245.** The concept of 'equity' is essential for social justice because:
(A) It ensures that everyone is treated identically, which is always fair.
(B) It prioritizes the needs of the powerful over the weak.
(C) It acknowledges different starting points and provides differential support to achieve fair outcomes.
(D) It focuses exclusively on economic equality, ignoring social factors.

**246.** Read the following statements regarding Civil Society Organizations (CSOs) and select the correct option:
**Statement I :** All voluntary agencies are civil society organizations.
**Statement II :** Not all civil society organizations are voluntary agencies (e.g., informal social movements).
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true but Statement II is false.
(D) Statement I is false but Statement II is true.

**247.** The primary goal of Social Welfare administration is to bridge the gap between:
(A) Social policy and social service delivery.
(B) The rich and the poor.
(C) The government and the opposition.
(D) The past and the future.

**248.** The powers of a civil court are given to National Commissions for SC/ST/Women to enable them to:
(A) Sentence accused persons to jail.
(B) Effectively investigate complaints of rights violations.
(C) Settle property disputes.
(D) Collect taxes from the communities they represent.

**249.** Which of the following is NOT a function of the National Disaster Management Authority (NDMA)?
(A) Recommending provision of funds for mitigation.
(B) Laying down guidelines for the national plan.
(C) Laying down broad policies and plans for disaster management.

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(D) Taking over the administration of a state during a disaster.

**250.** Affirmative action is a tool designed to promote:
(A) Substantive equality
(B) Formal equality
(C) Social stratification
(D) Economic protectionism

**Direction :** Please read the following source carefully.

*Social Welfare Administration is fundamentally concerned with the translation of social policies into tangible services and programmes. It operates at the confluence of three core concepts: social welfare, social justice, and social change. Social welfare refers to the well-being of society, encompassing a range of services designed to meet basic human needs, such as health, education, and housing. However, the administrative aspect moves beyond mere provision; it seeks to achieve social justice, which is predicated on the principles of fair and equitable distribution of resources, opportunities, and privileges within a society. It addresses systemic inequalities and advocates for the rights of marginalized groups. The ultimate aim is to foster social change, which involves the fundamental alteration of social structures, attitudes, and institutions that perpetuate disadvantage and discrimination. Therefore, Social Welfare Administration is not a static activity of distributing aid but a dynamic process that uses welfare programmes as instruments to correct imbalances, ensure justice, and progressively transform society towards a more equitable state. The efficacy of this administration lies in its ability to connect policy intent with ground-level impact, thereby making social justice a lived reality rather than a theoretical construct.*

Based on the above source, attempt the following five questions.

**251.** According to the paragraph, what is the primary function of Social Welfare Administration?
(A) To exclusively focus on the economic development of society.
(B) To convert social policy objectives into concrete services and actions.
(C) To document social problems without intervening.
(D) To primarily engage in theoretical discussions about social justice.

**252.** How does the source differentiate between 'social welfare' and 'social justice'?
(A) Social welfare is the provision of services, whereas social justice is the principle of equitable distribution.
(B) Social welfare is about individual charity, while social justice is about state-run programmes.
(C) Social welfare is focused on urban areas, while social justice is concerned with rural regions.
(D) Social welfare deals with policy, while social justice deals with its administration.

**253.** What can be inferred as the ultimate goal of Social Welfare Administration as described in the text?
(A) The perpetual distribution of welfare aid to maintain the status quo.
(B) The establishment of a minimal social safety net.
(C) The fundamental transformation of societal structures to eliminate inequality.
(D) The replacement of state functions with private charity.

**254.** The text suggests that welfare programmes are best understood as:
(A) Temporary measures for crisis management.
(B) Ends in themselves for societal well-being.
(C) A financial burden on the state with limited impact.
(D) Tools for achieving the broader objectives of social justice and change.

**255.** The effectiveness of Social Welfare Administration is primarily measured by its ability to:
(A) formulate a large number of social policies.
(B) reduce the administrative cost of welfare programmes.
(C) ensure policy intentions are translated into real-world, equitable outcomes.
(D) conduct extensive research on the causes of poverty.

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**Direction :** Please read the following source carefully.

**288.** The paragraph states that while investigating complaints, these commissions have the powers of a:
(A) Supreme Court.
(B) civil court.
(C) High Court.
(D) criminal court.

**289.** What demonstrates the 'proactive' nature of these commissions' role?
(A) Their power to only react to and inquire into specific complaints.
(B) Their function of simply documenting cases of rights violations.
(C) Their ability to remain silent on matters of policy planning.
(D) Their mandate to evaluate developmental progress and recommend measures for advancement.

**290.** What is the ultimate purpose of these commissions within the administrative framework for social justice?
(A) To ensure government accountability and uphold constitutional promises of justice.
(B) To challenge the authority of the central government.
(C) To create a parallel system of governance.
(D) To promote the interests of one community over all others.

**Direction :** Please read the following source carefully.

*Disaster Management is an administrative field concerned with mitigating the impact of calamities, which can be broadly classified by their nature and type. Disasters are severe disruptions to the functioning of a community or society, causing widespread human, material, economic, or environmental losses that exceed the ability of the affected community to cope using its own resources. They can be categorized based on their origin. Natural disasters are adverse events resulting from natural processes of the Earth, such as floods, hurricanes, earthquakes, and volcanic eruptions. In contrast, man-made disasters are the consequence of human actions or failures, including industrial accidents, technological failures, transportation accidents, and acts of terrorism. The institutional arrangements for disaster management are typically structured in a hierarchical manner, involving national, state, and district-level authorities. At the apex, a National Disaster Management Authority (NDMA) is often responsible for laying down policies, plans, and guidelines. Corresponding bodies like State Disaster Management Authorities (SDMAs) and District Disaster Management Authorities (DDMAs) are tasked with orchestrating a holistic and integrated response within their jurisdictions, covering all phases of the disaster cycle: mitigation, preparedness, response, and recovery.*

Based on the above source, attempt the following five questions.

**291.** How does the paragraph define a 'disaster'?
(A) Any minor inconvenience that affects a small group of people.
(B) An event caused exclusively by natural processes of the Earth.
(C) A severe disruption causing losses that overwhelm a community's coping capacity.
(D) A disruption that only causes economic and environmental losses.

**292.** According to the text, what is the key difference between a natural disaster and a man-made disaster?
(A) Their origin, with one resulting from natural processes and the other from human actions or failures.
(B) Natural disasters are more destructive than man-made disasters.
(C) Man-made disasters only occur in industrial areas.
(D) Natural disasters are predictable, while man-made disasters are not.

**293.** What is the primary responsibility of a National Disaster Management Authority (NDMA)?
(A) To directly manage rescue operations at the site of every disaster.
(B) To focus only on the recovery phase after a disaster has occurred.
(C) To function independently of state and district level authorities.
(D) To lay down the overarching policies, plans, and guidelines for disaster management.

**294.** The institutional arrangements for disaster management are described as:
(A) a loose network of voluntary agencies.

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*This framework comprises a multi-tiered system of governmental bodies, from national ministries down to local administrative units, each tasked with specific responsibilities in the welfare sector. At the national level, ministries formulate overarching policies, allocate budgets, and set national standards for welfare programmes. State governments typically adapt and implement these policies, tailoring them to regional specificities and needs. At the grassroots level, local government bodies and specialized agencies are responsible for the direct delivery of services and for identifying beneficiaries. This entire structure is underpinned by a legal framework that defines rights, entitlements, and the obligations of the state. The institutional arrangement also includes the financial mechanisms for funding these extensive programmes, involving complex processes of budgeting, fund disbursement, and auditing to ensure accountability. The successful administration of social justice, therefore, is not merely a matter of political will but is heavily dependent on the efficiency, coordination, and integrity of this complex bureaucratic machinery designed to translate welfare intent into tangible public good.*

Based on the above source, attempt the following five questions.

**261.** What does the 'institutional arrangement for social welfare' primarily consist of, according to the paragraph?
(A) A loose network of charitable organizations and private donors.
(B) International aid agencies and their local partners.
(C) The political manifestos of ruling parties.
(D) A structured system of government bodies operating at national, state, and local levels.

**262.** According to the text, what is the specific role of state governments within this institutional framework?
(A) To exclusively formulate national social welfare policies.
(B) To adapt and implement national policies according to regional contexts.
(C) To focus solely on the international dimensions of social welfare.
(D) To operate independently of the national legal framework.

**263.** The paragraph suggests that the successful administration of social justice is heavily reliant on the:
(A) sole discretion of local government officials.
(B) amount of foreign aid received.
(C) efficiency and integrity of the state's bureaucratic apparatus.
(D) public popularity of welfare schemes.

**264.** Which of the following is identified as a crucial component that underpins the entire institutional arrangement for social welfare?
(A) A system of informal community support networks.
(B) The voluntary contributions of citizens.
(C) The influence of private corporations on policymaking.
(D) A legal framework defining rights and state obligations.

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**265.** What function is attributed to the local government bodies in the social welfare administration process?
(A) Direct service delivery and identification of beneficiaries.
(B) Setting national budgetary allocations for all welfare schemes.
(C) Formulating overarching national policies.
(D) Auditing the performance of national ministries.

**Direction :** Please read the following source carefully.

*Beyond the formal state apparatus, the landscape of social welfare administration is significantly shaped by the active involvement of Non-Governmental Organisations (NGOs), Civil Societies, and Voluntary Agencies. These non-state actors play a multifaceted role, often bridging the gap between the government's institutional framework and the community. NGOs and Voluntary Agencies are frequently involved in the grassroots implementation of welfare programmes, demonstrating flexibility and a deep understanding of local needs that large bureaucratic structures may lack. They act as service providers, innovators of new welfare models, and advocates for marginalized populations. Civil society, a broader concept encompassing citizen groups, community-based organisations, and social movements, functions*

*The pursuit of social justice necessitates a nuanced understanding and application of concepts like equity and inclusiveness, which are operationalized through mechanisms such as affirmative action. While equality aims to provide everyone with the same resources, equity involves the fair and just distribution of resources based on need, thereby ensuring equality of opportunity by compensating for historical and systemic disadvantages. Inclusiveness goes a step further, referring to the active and intentional process of involving individuals and groups, particularly those who are marginalized, in all aspects of social, economic, and political life. It is not merely about presence but about meaningful participation and a sense of belonging. Affirmative action, in this context, serves as a crucial administrative tool. The policy of reservations, for example, is a form of affirmative action designed to secure representation for historically disadvantaged communities in education, employment, and political bodies. It is not an end in itself but a means to counteract deep-seated discrimination and to foster a more inclusive society where equity is a foundational principle. The administrative challenge lies in implementing these measures in a way that genuinely promotes inclusiveness without reinforcing social divisions, thus moving closer to the ideal of social justice.*

Based on the above source, attempt the following five questions.

**256.** How does the source distinguish the concept of 'equity' from 'equality'?
(A) Equity focuses on identical resource distribution, while equality focuses on need-based distribution.
(B) Equity involves need-based distribution to achieve fair opportunity, while equality involves providing everyone with the same resources.
(C) Equity is a legal concept, whereas equality is a social concept.
(D) Equity applies only to economic resources, while equality applies to political rights.

**257.** What is the primary purpose of affirmative action, such as reservations, as presented in the paragraph?
(A) To provide a permanent solution for all social inequalities.
(B) To create a new system of social hierarchy based on reservation status.
(C) To exclusively benefit certain groups without regard for overall societal impact.
(D) To act as an administrative tool to counter historical discrimination and promote representation.

**258.** According to the text, 'inclusiveness' implies which of the following?
(A) The deliberate process of ensuring meaningful participation for marginalized groups.
(B) The passive tolerance of marginalized groups within a society.
(C) The simple physical presence of diverse individuals in an organization.
(D) The assimilation of minority cultures into the dominant culture.

**259.** Which statement best reflects the relationship between affirmative action and social justice as described in the source?
(A) Affirmative action is a direct synonym for social justice.
(B) Affirmative action is considered a counterproductive measure against social justice.
(C) Affirmative action is a specific policy instrument intended to help achieve the broader goal of social justice.
(D) Social justice can be fully realized without the need for any affirmative action policies.

**260.** The administrative challenge in implementing affirmative action, as mentioned in the text, is to:
(A) promote genuine inclusion while avoiding the hardening of social divisions.
(B) ensure the policy benefits the most privileged members of disadvantaged groups.
(C) apply the policy universally to all citizens regardless of their background.
(D) limit the duration of the policy to a very short period.

**Direction :** Please read the following source carefully.

*The administration of social welfare and social justice is contingent upon a robust institutional arrangement, primarily orchestrated by the state.*

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Based on the above source, attempt the following five questions.

**271.** What is the fundamental aim of policies for SCs, STs, and OBCs, according to the paragraph?
(A) To provide temporary financial relief during crises.
(B) To encourage their assimilation into a single, uniform culture.
(C) To correct historical injustices and ensure their equitable integration into the mainstream.
(D) To create separate economic systems for each community.

**272.** The text suggests that policies for Scheduled Tribes (STs) are distinct because they specifically aim to:
(A) dismantle their cultural identities for faster integration.
(B) protect their unique culture and rights over natural resources like forests.
(C) focus exclusively on urban employment opportunities.
(D) provide reservations on the same basis as Other Backward Classes (OBCs).

**273.** Which of the following is mentioned as a key focus area for programmes targeting Scheduled Castes (SCs)?
(A) Protecting their rights over forest produce.
(B) Primarily offering reservations in the private sector.
(C) Focusing only on cultural preservation activities.
(D) Combating the practice of untouchability and promoting education.

**274.** The institutional framework for the welfare of these communities includes:
(A) dedicated government departments, financial corporations, and commissions.
(B) only international human rights organizations.
(C) exclusively community-run, informal bodies.
(D) private corporations leading social responsibility initiatives.

**275.** The administration of programmes for SCs/STs/OBCs involves which of the following complex tasks?
(A) Promoting inter-community conflicts to assert rights.
(B) Ignoring protective legislations to speed up development.
(C) Monitoring the implementation of protective laws and evaluating scheme outcomes.
(D) Focusing solely on providing financial handouts.

**Direction :** Please read the following source carefully.

*The welfare and protection of women and children constitute a critical domain within social welfare administration, necessitating a specialized institutional framework and targeted policies. For women, programmes are designed to address issues of gender-based discrimination, violence, and economic disempowerment. These initiatives range from legal safeguards and support services for victims of violence to schemes promoting financial independence, political representation, and maternal health. The institutional framework includes national and state commissions for women, dedicated ministries, and specialized police cells. For children, the focus is on ensuring their rights to survival, development, protection, and participation. Policies address challenges such as malnutrition, child labour, trafficking, and the need for universal education and healthcare. The institutional machinery for child welfare is vast, encompassing bodies for child rights protection, juvenile justice boards, adoption agencies, and a wide network of care and protection homes. The administration in this sector is particularly sensitive, requiring a multi-pronged approach that combines legal enforcement, community sensitization, and the provision of accessible, child-friendly, and gender-sensitive support systems. The goal is to create a safe and nurturing environment where both women and children can realize their full potential, free from exploitation and discrimination.*

Based on the above source, attempt the following five questions.

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*as a crucial watchdog. It holds the government accountable for its commitments, mobilizes public opinion on issues of social justice, and pushes for policy reforms. The collaboration between state institutions and these non-state actors can create a more dynamic and responsive welfare system. However, this relationship also involves challenges related to regulation, funding dependency, and ensuring that their actions align with broader national welfare goals. Their contribution is indispensable for creating a participatory and just social welfare environment.*

Based on the above source, attempt the following five questions.

**266.** What is the primary role of NGOs and Voluntary Agencies as described in the paragraph?
(A) To replace the functions of the state in social welfare.
(B) To implement programmes at the grassroots level with flexibility and local understanding.
(C) To exclusively focus on fundraising for government schemes.
(D) To regulate the functioning of government welfare departments.

**267.** The source describes the function of 'civil society' in social welfare administration primarily as that of a:
(A) direct financial provider for all welfare activities.
(B) watchdog that ensures government accountability and advocates for reform.
(C) silent observer of state policies.
(D) substitute for the formal legal system.

**268.** What advantage do non-state actors like NGOs have over large bureaucratic structures, according to the text?
(A) Greater flexibility and a deeper understanding of local contexts.
(B) Access to unlimited government funding.
(C) The authority to create and enforce laws.
(D) A rigid and hierarchical organizational structure.

**269.** The paragraph suggests that the relationship between state institutions and non-state actors can be characterized by:
(A) complete separation and mutual distrust.
(B) the total subordination of non-state actors to government directives.
(C) a potential for synergy as well as challenges related to regulation and funding.
(D) a framework where non-state actors exclusively set the welfare agenda.

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**270.** Which of the following best encapsulates the contribution of non-state actors to the social welfare environment?
(A) They limit participation to a select few experts.
(B) They increase the bureaucratic complexity of welfare delivery.
(C) They operate in complete isolation from community needs.
(D) They make the welfare system more participatory and just.

**Direction :** Please read the following source carefully.

*The administration of social justice in a diverse society requires specific policies, programmes, and an institutional framework for the protection and welfare of historically marginalized communities, namely the Scheduled Castes (SCs), Scheduled Tribes (STs), and Other Backward Classes (OBCs). The policies designed for these groups are not merely welfare-oriented but are fundamentally aimed at correcting historical injustices and ensuring their integration into the national mainstream on an equal footing. For SCs, programmes often focus on combating untouchability, providing educational scholarships, and ensuring economic empowerment. For STs, policies are uniquely tailored to protect their distinct cultural identity, grant them rights over forest resources, and prevent land alienation, alongside developmental initiatives. For OBCs, the focus has largely been on providing reservations in education and public employment to ensure equitable representation. The institutional framework to support these initiatives includes dedicated government departments, financial corporations, and national commissions. The administration of these programmes involves complex tasks of identification of beneficiaries, monitoring the implementation of protective legislation like the Prevention of Atrocities Act, and evaluating the outcomes of various developmental schemes to ensure they are achieving their intended purpose of social and economic upliftment.*

**282.** The administrative approach for the differently-abled (Divyang) has seen a significant shift from:
(A) a rights-based model to a charity-based model.
(B) a charity-based model to a rights-based model.
(C) a focus on rural areas to a focus on urban areas.
(D) an integration model to a segregation model.

**283.** Which of the following is mentioned as a specific policy measure for the welfare of the differently-abled?
(A) The establishment of separate, isolated colonies for their residence.
(B) The creation of barrier-free environments and reservations in employment.
(C) The provision of pensions without any focus on skill development.
(D) The exclusion from mainstream educational institutions.

**284.** What is a key component of the institutional framework for the welfare of the aged mentioned in the paragraph?
(A) A national policy on older persons and related legislative acts.
(B) Mandatory retirement at an early age.
(C) The exclusive reliance on family care without state support.
(D) Programmes designed to limit their social participation.

**285.** What is the core administrative principle guiding the welfare of both the aged and the differently-abled?
(A) To provide basic care in isolated institutions.
(B) To ensure their protection while limiting their social interaction.
(C) To ensure their active participation, integration, and dignity in society.
(D) To focus solely on financial assistance as the only solution.

**Direction :** Please read the following source carefully.

*A vital part of the institutional framework for social justice is the establishment of statutory commissions for specific vulnerable groups, such as the National Commission for Women (NCW), the National Commission for Scheduled Castes (NCSC), and the National Commission for Scheduled Tribes (NCST), as well as commissions for Minorities. The primary role of these commissions is to act as statutory watchdogs for the protection of the rights and safeguards provided to these communities under the Constitution and various laws. Their functions are multifaceted. They investigate and monitor all matters relating to the safeguards, inquire into specific complaints of rights violations and deprivation, and participate and advise on the socio-economic planning process for these communities. Furthermore, they have the power to recommend remedial measures to the government for effective implementation of safeguards. These commissions function as quasi-judicial bodies, having the powers of a civil court while investigating complaints. Their role is not just reactive (inquiring into complaints) but also proactive, as they are mandated to evaluate the progress of the development of their respective communities and make recommendations for their advancement. Thus, they are crucial administrative mechanisms for ensuring accountability and upholding the constitutional promise of justice and equality.*

Based on the above source, attempt the following five questions.

**286.** What is the primary role of the commissions mentioned in the paragraph?
(A) To function as political parties representing their communities.
(B) To directly implement welfare schemes and disburse funds.
(C) To replace the existing judicial system for all civil cases.
(D) To act as statutory watchdogs protecting the rights of specific vulnerable groups.

**287.** The functions of these commissions are described as 'multifaceted' because they include:
(A) only investigating specific complaints brought before them.
(B) only advising the government on policy without any investigative power.
(C) a combination of investigation, monitoring, advising, and recommending remedial measures.
(D) directly administering and managing government departments.

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**276.** The administrative approach to the welfare of women and children is described as 'multi-pronged' because it:
(A) combines legal action, community awareness, and the provision of support services.
(B) relies on a single, uniform government policy for all issues.
(C) focuses exclusively on legislative measures without implementation.
(D) delegates all responsibility to non-governmental organizations.

**277.** According to the text, the institutional framework for women's welfare includes which of the following?
(A) Juvenile justice boards and adoption agencies.
(B) Only informal community councils.
(C) Corporations focused on heavy industry.
(D) National commissions for women and specialized police cells.

**278.** Which of the following are the four key rights of children that policy-making aims to ensure?
(A) Employment, property, voting, and travel.
(B) Survival, development, protection, and participation.
(C) Autonomy, privacy, silence, and obedience.
(D) Wealth, power, fame, and influence.

**279.** Programmes for women, as mentioned in the paragraph, are designed to address:
(A) only issues related to their maternal health.
(B) the promotion of traditional roles within the family structure.
(C) a wide range of issues including violence, economic disempowerment, and discrimination.
(D) their welfare needs by excluding them from political participation.

**280.** What is the overarching goal of the welfare administration for women and children as stated in the source?
(A) To ensure they are provided with basic subsistence living.
(B) To create a safe and nurturing environment for them to realize their full potential.
(C) To segregate their issues from mainstream social policy.
(D) To enforce strict control over their social and personal choices.

**Direction :** Please read the following source carefully.

*Social welfare administration extends its protective umbrella to include specific vulnerable populations such as the aged and the differently-abled, referred to as 'Divyang'. For the aged, policies and programmes are crafted to address the challenges of financial insecurity, health issues, and social isolation. This includes pension schemes, dedicated healthcare facilities, and the promotion of old age homes and community centres that foster active and dignified aging. The institutional framework often involves a national policy on older persons and the implementation of acts that mandate the maintenance of parents and senior citizens. For the differently-abled (Divyang), the administrative approach has shifted from a charity-based model to a rights-based one. Policies aim to ensure accessibility, inclusivity, and equal opportunities. This encompasses providing assistive devices, creating barrier-free environments in public spaces, offering reservations in education and employment, and promoting skill development for economic independence. The institutional support for Divyang persons includes specialized departments, commissions for persons with disabilities, and various schemes for their empowerment. The core administrative principle for both groups is to ensure not just their survival and protection, but also their active participation and integration into the mainstream of society, upholding their dignity and rights.*

Based on the above source, attempt the following five questions.

**281.** According to the text, what are the primary challenges faced by the aged that welfare policies aim to address?
(A) Financial insecurity, health problems, and social isolation.
(B) Lack of political ambition and technological illiteracy.
(C) The burden of family responsibilities and over-employment.
(D) Resistance to modern medicine and social change.

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(B) a hierarchical structure involving national, state, and district authorities.
(C) a single, centralized body with all the power.
(D) an ad-hoc system created only after a disaster strikes.

**295.** The text implies that the role of District Disaster Management Authorities (DDMAs) is to:
(A) formulate international disaster response treaties.
(B) provide funding directly to the National Disaster Management Authority.
(C) coordinate the disaster management efforts within their specific district.
(D) focus solely on pre-disaster mitigation and ignore response.

**Direction :** Please read the following source carefully.

*Effective disaster management hinges on the coordinated efforts of both state and non-state actors. The role of the state is central and multi-faceted, encompassing policy formulation, legal framework establishment, and resource mobilization. State actors, including national, state, and local governments, armed forces, and specialized response forces, are responsible for issuing early warnings, coordinating large-scale evacuations, and providing immediate relief such as medical aid, food, and shelter. They manage the overall response and lead the long-term reconstruction and rehabilitation efforts. However, the state's capacity can be augmented significantly by non-state actors. These include Non-Governmental Organisations (NGOs), community-based organisations, the private sector, and the media. NGOs often excel in last-mile connectivity, reaching remote affected populations and providing specialized services. The private sector can contribute resources, logistical support, and technical expertise. Community-based organisations are crucial as first responders, possessing invaluable local knowledge and mobilizing immediate community action. The media plays a vital role in disseminating information, creating awareness, and ensuring transparency. The synergy between the structured, large-scale capacity of the state and the flexible, grassroots-oriented approach of non-state actors is critical for a comprehensive and effective disaster management cycle.*

Based on the above source, attempt the following five questions.

**296.** What is described as the central role of the state in disaster management?
(A) To delegate all responsibilities to non-state actors.
(B) To focus only on long-term reconstruction after the event.
(C) To act only after non-state actors have completed their work.
(D) To formulate policy, issue warnings, coordinate large-scale response, and lead relief efforts.

**297.** What unique advantage do NGOs bring to disaster management, according to the paragraph?
(A) The capacity for last-mile connectivity and reaching remote populations.
(B) The ability to command the armed forces.
(C) Access to government's classified information.
(D) The authority to formulate national disaster policies.

**298.** The role of community-based organisations is highlighted as crucial because they:
(A) can provide significant financial aid to the government.
(B) possess local knowledge and can act as immediate first responders.
(C) have the technical expertise to rebuild large infrastructure.
(D) are responsible for issuing national early warnings.

**299.** How can the private sector contribute to disaster management efforts as mentioned in the text?
(A) By taking over the government's policy-making role.
(B) By providing resources, logistical support, and technical expertise.
(C) By reporting on the disaster without any other involvement.
(D) By organizing and leading community-based first responders.

**300.** The paragraph concludes that a comprehensive and effective disaster management cycle depends on:

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to individuals based on their specific needs and financial circumstances. For instance, giving higher financial assistance to an impoverished family compared to a more affluent one ensures that the most vulnerable receive the help necessary for a basic standard of living. This approach moves beyond simple equality to focus on fairness and the reduction of systemic disparities, ultimately aiming for more equitable social outcomes.

**52.** (B) It is applicable in private sector employment without any legislative backing.
Reservations in India are a constitutional mechanism of affirmative action designed to provide representation to historically marginalized communities in public employment and education. While these policies are well-established in the public sector through clear legislative and constitutional backing, they are generally not applicable to the private sector without specific legal mandates. The goal of reservations is to ensure that social diversity is reflected in the nation's institutions, thereby promoting social justice and rectifying access inequalities.

**53.** (C) Meteorological disaster
A severe drought is classified as a meteorological disaster because it is primarily caused by a prolonged period of abnormally low rainfall and extreme weather conditions. Unlike geophysical events like earthquakes, droughts develop slowly over time due to atmospheric and climatic factors. These disasters have devastating impacts on agriculture, water supplies, and food security for large regions. Understanding the meteorological nature of droughts is essential for developing effective early warning systems and long-term water management strategies.

**54.** (A) (a) and (c) only
Voluntary agencies are characterized by being established through the free association of individuals who share a common goal for social welfare. They are independent entities that maintain their own systems of governance and management, rather than being controlled by the state. Unlike for-profit businesses, their primary objective is to serve the public good rather than generate financial gain. This combination of independence and citizen-led initiative makes them vital partners in the delivery of diverse welfare services.

**55.** (A) A multi-tiered structure, with bodies at the national, state, and district levels.
India has adopted a multi-tiered institutional arrangement for disaster management to ensure a coordinated response at every level of government. This structure includes the National Disaster Management Authority at the apex, followed by State and District level authorities. This hierarchical system allows for clear planning, policy setting, and resource allocation from the center down to the grassroots. By decentralizing management, the state ensures that local needs are addressed while maintaining a unified national strategy.

**56.** (D) Statement I is false but Statement II is true.
Welfare policies for the aged are comprehensive, focusing not just on financial security but also on health, shelter, and social participation. A key objective of modern policies is to support the concept of 'ageing in place,' which involves providing the necessary assistance for older persons to live in their own homes and communities for as long as possible. This approach prioritizes their dignity, comfort, and independence, rather than solely focusing on institutional care or isolation.

**57.** (B) Social Change
Social change is the process through which social institutions, structures, and cultural norms undergo significant transformation over time. It represents the way societies evolve in response to various internal and external pressures, such as technological innovation or shifting ideologies. This concept encompasses changes in social roles, behavioral patterns, and the overall organization of society. Understanding social change is crucial for social welfare administration, as it helps identify emerging needs and the evolving context for services.

**58.** (A) Both A and R are true and R is the correct explanation of A.
The National Commission for Women is a statutory body, meaning it was established by an act of the legislature rather than through a direct constitutional provision. Specifically, it was created under the National Commission

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# ANSWERS

1. (B) An organized system of social services designed to help individuals and groups reach satisfying living standards.
Social welfare represents a comprehensive and structured framework of social services and institutions. This organized system is specifically designed to assist individuals, families, and communities in attaining satisfying standards of living and health. It goes beyond mere charity by focusing on systematic interventions that improve overall social functioning. The concept emphasizes the role of organized professional activities in enhancing human well-being through sustainable and professional social support.

2. (C) Statement I is true but Statement II is false.
Social justice is fundamentally rooted in ensuring fair and equitable relationships between individuals and the broader society. It emphasizes the importance of addressing systemic barriers and historical disadvantages that hinder equal opportunity. Achieving true social justice necessitates active efforts to rectify historical inequalities and discrimination. Therefore, ignoring these deep-seated issues prevents the establishment of a truly just social order where every citizen can thrive regardless of their social background.

3. (C) Significant alteration of social structure and cultural patterns through time.
Social change involves a substantial and observable transformation in the social structure, cultural patterns, and institutional arrangements of a society over time. This process includes shifts in social norms, values, and behavioral expectations that affect how people interact. It is a continuous and dynamic phenomenon rather than a static state. These alterations can be driven by various factors such as technological advancements, economic shifts, or evolving social ideologies.

4. (A) Both A and R are true and R is the correct explanation of A.
Affirmative action serves as a vital instrument for advancing social justice by addressing systemic barriers. This policy framework involves providing specific advantages or preferential treatment to groups that have faced historical marginalization and exclusion. By ensuring adequate representation in education and employment, it helps level the playing field. The primary objective is to rectify long-standing imbalances and foster a more inclusive society where opportunities are accessible to everyone.

5. (C) Provide additional tutoring and resources to students who are struggling academically.
Equity in the context of social welfare focuses on fairness and the distribution of resources based on specific individual or group needs. Unlike simple equality, which provides the same to everyone, equity recognizes that different people require different levels of support to achieve similar outcomes. Providing additional resources to those who are struggling helps bridge the gap created by external disadvantages, ensuring everyone has a genuine opportunity to succeed.

6. (B) The Ministry of Social Justice and Empowerment.
Social welfare administration at the national level requires robust institutional frameworks to design and implement policies effectively. In the Indian context, the Ministry of Social Justice and Empowerment serves as the nodal agency for the welfare of marginalized sections. It coordinates diverse programs aimed at social empowerment and inclusive growth. This governmental body ensures that legislative mandates and constitutional safeguards for vulnerable groups are translated into actionable national schemes.

7. (D) Ensure that all individuals, especially those from marginalized groups, can participate fully in society.
Inclusiveness is a core pillar of social justice that aims to remove systemic barriers preventing full participation in society. It focuses on ensuring

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that all individuals, particularly those from marginalized or vulnerable groups, have the agency to contribute to and benefit from social processes. By fostering an environment of belonging, inclusiveness promotes equal access to opportunities and resources. This proactive approach helps build a more cohesive and equitable society.

**8.** (A) P-3, Q-4, R-1, S-2
Welfare policies are tailored to address the unique challenges faced by different vulnerable groups. For children, the focus is on nutrition and protection from exploitation. Women's policies emphasize empowerment and achieving gender equality. For the elderly, social security and healthcare are paramount to ensure dignity. Differently-abled individuals require policies centered on accessibility and rehabilitation. This targeted approach ensures that specific social needs are met through specialized and professional administrative interventions.

**9.** (C) They operate on a for-profit basis, distributing surplus funds to owners.
Non-governmental organizations are characterized by their independence from direct government control and their focus on public service rather than private gain. These entities operate on a non-profit basis, meaning any surplus funds are reinvested into their social missions rather than distributed as profit. They play crucial roles in advocacy, community mobilization, and service delivery. Their diverse scale allows them to address social issues at local, national, and global levels.

**10.** (A) Affirmative action
Affirmative action encompasses policies and initiatives designed to provide preferential treatment to groups that have historically faced social and economic discrimination. By targeting specific marginalized communities with financial assistance and skill development, the state seeks to rectify historical disadvantages. This approach aims to promote equality of opportunity and ensure that these groups can compete fairly in the mainstream economy. It is a proactive mechanism used to achieve substantive justice.

**11.** (D) To advance common interests while acting as a watchdog over the state.
Civil society functions as an essential bridge between the state and the citizenry, operating independently of government control. Its primary role involves advancing common interests and fostering public discourse while acting as a vigilant watchdog. By monitoring state actions and advocating for the rights of the people, civil society organizations ensure accountability and transparency. They provide a space for collective action and influence public policy to reflect the diverse needs.

**12.** (A) (a) and (b) only
The primary goals of affirmative action are to address the long-term consequences of past discrimination and to foster greater representation within public institutions. These policies are designed to ensure that the diversity of the population is reflected in the workforce and educational settings. By providing opportunities to historically marginalized groups, affirmative action seeks to create a more equitable society. It is a temporary measure aimed at achieving substantive equality for all.

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**13.** (C) A geophysical disaster.
Disasters are often categorized based on their origin to facilitate better management and response strategies. An earthquake is classified as a geophysical disaster because it results from the sudden release of energy within the Earth's crust. Such events cause widespread destruction and are driven by geological processes rather than weather or biological factors. Understanding these classifications helps authorities develop specialized mitigation and recovery plans tailored to the specific nature of each natural hazard.

**14.** (D) Fairness and providing resources based on individual or group needs.
While equality suggests treating everyone the same, equity emphasizes the principle of fairness by accounting for individual differences and circumstances. Equity recognizes that people start from different positions and may require varied levels of support to reach the same goal. By distributing resources based on specific needs rather than providing identical treatment, equity ensures that everyone has an equal opportunity

to succeed. It is a fundamental concept in social justice.

**15.** (A) Reviewing constitutional safeguards for women and recommending reforms.
The National Commission for Women serves as a statutory body dedicated to safeguarding the rights and interests of women in India. One of its primary functions is to review existing constitutional and legal protections and recommend necessary reforms to the government. By monitoring the implementation of safeguards and investigating rights violations, the commission plays a crucial role in promoting gender equality. It acts as an advocate for empowerment through policy intervention.

**16.** (A) (b), (d), (a), (c)
The disaster management cycle consists of several interlinked phases designed to reduce hazard impacts and facilitate recovery. Mitigation involves proactive steps taken to minimize risks before an event. Preparedness focuses on developing plans and capacity to respond effectively. Response includes immediate actions taken during the emergency to save lives. Finally, recovery involves rebuilding and restoring the affected community. Following this logical sequence ensures a comprehensive and effective approach to managing catastrophic events.

**17.** (B) It investigates rights deprivation while possessing civil court powers.
The National Commission for Scheduled Castes is a constitutional body empowered to protect the interests of these communities. It has the authority to investigate specific complaints regarding the deprivation of rights and safeguards. To perform these duties effectively, the commission is granted the powers of a civil court, allowing it to summon witnesses and examine evidence. This institutional framework ensures that the state can monitor and enforce the protection of marginalized groups systematically.

**18.** (A) Affirmative action.
Reservations in public employment and education represent a specific form of affirmative action implemented in the Indian context. These policies are designed to provide guaranteed representation to communities that have faced historical social and educational backwardness. By setting aside a specific percentage of opportunities, the state aims to rectify past injustices and promote social mobility. This mechanism is a key component of the constitutional mandate to achieve social justice and ensure inclusive development.

**19.** (D) Statement I is false but Statement II is true.
Voluntary agencies are independent organizations formed by individuals who choose to work together for a public purpose. Unlike government bodies, they are not compulsorily funded or controlled by the state, although they may collaborate. A defining characteristic of these agencies is their commitment to serving the community on a non-profit basis. They rely on citizen participation and self-help principles to address social problems, providing a flexible and innovative approach to social welfare administration.

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**20.** (A) Both A and R are true and R is the correct explanation of A.
Modern disaster management requires a collaborative approach involving both government entities and non-state actors like NGOs and community groups. The scale and complexity of contemporary hazards often exceed the capacity of any single agency to manage effectively. By integrating the resources and expertise of diverse stakeholders, the institutional framework can ensure a more comprehensive response. This multi-agency coordination is essential for successful mitigation, preparedness, and recovery efforts in the face of catastrophes.

**21.** (C) Financial
Disasters are typically categorized according to their source, such as natural, man-made, or biological origins. Natural disasters arise from environmental phenomena, while man-made disasters result from human activities or technological failures. Biological disasters involve the spread of diseases or pests. While financial crises can cause significant social and economic hardship, they are generally classified as economic events rather than disasters in the context of emergency management and physical hazard response frameworks.

**22.** (B) Children
Providing free education and midday meals is a targeted policy aimed at protecting the rights

from the dedicated institutional framework of welfare administration.

**37.** (C) Statement I is true but Statement II is false.
Welfare policies for Scheduled Tribes are primarily focused on protecting their unique cultural identities and their traditional rights over land and forests. These initiatives aim to ensure that development does not come at the cost of their social heritage or economic autonomy. The goal is to promote empowerment while respecting their distinct way of life, rather than forcing complete assimilation. By safeguarding these rights, the state helps maintain the cultural diversity of tribal communities.

**38.** (A) Both A and R are true and R is the correct explanation of A.
Non-governmental organizations and civil society groups perform a vital complementary role to the government in the field of social welfare. They are often better positioned to reach marginalized communities and understand local needs due to their grassroots presence. These actors can innovate with new service delivery models and advocate for policy changes that reflect the voices of the underserved. Their flexibility and specialized focus allow them to fill gaps in state services effectively.

**39.** (C) Differently-abled (Divyang)
The provision of ramps, braille signage, and accessible restrooms in public spaces is a targeted welfare measure for differently-abled persons, also known as Divyangjan. These structural adjustments are designed to remove physical barriers that limit their mobility and independence. By making the built environment more accessible, society promotes the inclusion and empowerment of individuals with disabilities. Such measures are essential for ensuring that all citizens can exercise their right to access public services and participate fully.

**40.** (A) A man-made (anthropogenic) disaster.
An industrial gas leak is a classic example of a man-made or anthropogenic disaster, as it results from human activities, technological failures, or inadequate safety protocols. Unlike natural hazards, these events are caused by the breakdown of industrial systems and can have devastating effects on public health and the environment. Classifying such incidents as man-made disasters highlights the importance of regulation, safety management, and industrial oversight in preventing catastrophic harm to populations and local ecosystems.

**41.** (D) It investigates and monitors matters relating to ST safeguards.
The National Commission for Scheduled Tribes is a constitutional body established to safeguard the rights and interests of tribal communities in India. Its primary role involves investigating and monitoring all matters relating to the safeguards provided for Scheduled Tribes under the Constitution and other laws. By evaluating the implementation of tribal welfare policies and inquiring into specific complaints, the commission ensures that the state fulfills its obligations. It serves as an essential oversight mechanism.

**42.** (A) (a), (b) and (d) only
The National Disaster Management Authority serves as the apex body for disaster management in India, focusing on policy and strategic planning. Its key functions include laying down national policies, approving the National Plan, and setting guidelines for state authorities to follow. While it provides high-level coordination and oversight, it generally does not command ground-level rescue operations. By establishing a robust regulatory and planning framework, the authority ensures a systematic and unified approach to managing disasters.

**43.** (C) It is an undesirable event resulting from hazards that overwhelms local capacity.
A disaster is fundamentally an undesirable event that arises from a hazard and overwhelms the local capacity of a community or society to cope. It is characterized by its scale and the significant disruption it causes to the normal functioning of daily life. Unlike routine problems that can be handled with existing resources, a disaster necessitates external intervention and a coordinated response. This overwhelming nature and the resulting widespread suffering define the core of what constitutes a disaster.

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one, as it results from human error or equipment failure rather than a biological agent or disease outbreak.

**30.** (B) Foundation in the principle of self-help and citizen participation.
Voluntary agencies are rooted in the principle of citizen participation and the desire to address social needs through collective effort. They operate based on the concept of self-help, where individuals associate freely to improve their communities. These organizations are characterized by their independence and flexibility, allowing them to respond to local problems more effectively than large government bureaucracies. Their foundation in voluntary association makes them a vital component of a healthy civil society.

**31.** (C) Their divine potential and the need for empowerment and inclusion.
The term 'Divyang' reflects a positive shift in how society views and interacts with differently-abled persons. Instead of focusing on limitations or evoking pity, this concept emphasizes the divine potential and inherent dignity of every individual. It promotes the idea that persons with disabilities should be empowered and fully integrated into mainstream society. This perspective encourages the removal of barriers and the provision of support systems that enable them to contribute their unique talents.

**32.** (B) (b) and (d) only
A disaster is defined as a serious disruption of a community's functioning that leads to significant human, material, and environmental losses. A key characteristic is that the scale of the impact exceeds the local community's ability to cope using only its own resources. While some disasters have natural origins, others are man-made; however, they all result in widespread suffering and require external assistance. This combination of disruption and overwhelming impact distinguishes a disaster from routine emergencies.

**33.** (C) The state coordinates all phases from mitigation to recovery.
The state plays a central and comprehensive role in disaster management, acting as the primary coordinator for all phases of the cycle. This includes leading efforts in mitigation to reduce risks, planning for preparedness, and managing immediate response and long-term recovery. While the state collaborates with non-state actors, it remains responsible for the legal framework and strategic direction. A robust state presence ensures that resources are mobilized effectively to protect lives and property.

**34.** (D) Social justice
Providing reservations for Other Backward Classes in government employment is a mechanism specifically designed to ensure social justice. This policy acknowledges the historical social and educational disadvantages faced by these communities and seeks to improve their representation in the public sphere. By creating opportunities for groups that have been traditionally excluded, the state aims to promote a more equitable distribution of power and resources. This affirmative action is a key tool for social equality.

**35.** (A) Actively seek to remove barriers that prevent marginalized groups from participating.
Inclusiveness within the framework of social justice focuses on the proactive removal of barriers that prevent marginalized groups from fully participating in society. Rather than assuming a one-size-fits-all approach, inclusive policies are designed to accommodate the diverse needs of different populations. This ensures that everyone, regardless of their background, has access to public services and economic opportunities. By fostering an environment of accessibility, inclusiveness helps reduce inequality and promote social cohesion.

**36.** (B) A corporate entity focused on maximizing shareholder profit.
Social welfare administration involves the management of institutions and policies dedicated to improving the well-being of vulnerable populations. Government ministries and civil society organizations are core parts of this arrangement as their primary mission is social good. In contrast, a corporate entity whose main objective is to maximize shareholder profit operates within the commercial sector. While such companies may engage in social responsibility, their fundamental nature differs

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(A) the synergy between the state's large-scale capacity and the grassroots approach of non-state actors.
(B) the state working in complete isolation from non-state actors.
(C) non-state actors replacing the role of the state entirely.
(D) focusing solely on the response phase and ignoring mitigation and preparedness.

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**44.** (D) Its meaning and scope change with the evolving needs and values of society.
Social welfare is considered a dynamic concept because its meaning and scope are constantly evolving to reflect the changing needs, values, and problems of society. As new social challenges emerge and public expectations shift, the definition of well-being also transforms. This flexibility allows social welfare administration to adapt its policies and services to be more relevant and effective. Therefore, it is not a fixed or static term but one that grows alongside progress.

**45.** (A) SCs and STs
The Protection of Civil Rights Act and the Scheduled Castes and the Scheduled Tribes (Prevention of Atrocities) Act are critical components of India's institutional framework. These laws are specifically designed to protect these marginalized groups from discrimination, untouchability, and violent crimes. By providing a legal mechanism to address historical injustices and ongoing exploitation, these acts promote social justice and security. They serve as essential tools for the empowerment and protection of Scheduled Castes and Scheduled Tribes.

**46.** (A) (c), (b), (a), (d)
The institutional framework for social justice in India has evolved over time, with different commissions receiving recognition at various stages. The National Commission for Scheduled Castes has long-standing constitutional roots. The National Commission for Women and the National Commission for Minorities were established as statutory bodies in the early 1990s. Recently, the National Commission for Backward Classes was granted constitutional status. This progression reflects the state's expanding commitment to protecting the rights of diverse marginalized groups.

**47.** (B) To act as first responders, provide immediate relief, and share local knowledge.
Local community groups act as vital non-state actors in disaster management, often serving as the first responders when a crisis strikes. Their immediate proximity allows them to provide life-saving relief and assistance before formal state agencies arrive. Furthermore, these groups possess invaluable local knowledge regarding geography and vulnerable populations, which is crucial for effective response. By engaging in grassroots efforts and supporting professional agencies, they enhance the overall resilience and recovery capacity of the affected area.

**48.** (A) Social justice and inclusiveness.
Ensuring fair and equal access to public health services regardless of caste, religion, or gender is a prime example of promoting social justice and inclusiveness. This policy seeks to remove systemic barriers that might otherwise prevent marginalized individuals from receiving essential care. By prioritizing equity in service delivery, the state aims to improve health outcomes for the entire population while specifically protecting the vulnerable. Such initiatives are fundamental to building a truly inclusive society for all.

**49.** (C) Directly manage and run all schools in the country.
The National Commission for Protection of Child Rights is tasked with ensuring that all laws and policies are in consonance with child rights. Its functions include examining safeguards, inquiring into complaints of violations, and recommending effective implementation strategies for children's welfare. However, it does not have the mandate to directly manage all schools in the country, which is the responsibility of education departments. The commission acts as an oversight and advocacy body rather than a provider.

**50.** (B) P-3, Q-1, R-2, S-4
Disaster management involves a variety of actors operating at different levels. At the national state level, the National Disaster Response Force provides specialized rescue capabilities. The State Disaster Management Authority functions as the primary state-level planning and coordination body. International non-state actors like the United Nations Office for Disaster Risk Reduction focus on global policy. Locally, non-state actors such as youth clubs play a crucial role in grassroots response and community-level relief efforts.

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**51.** (D) Providing higher financial assistance to a more impoverished family compared to a less impoverished one.
In social justice administration, the principle of equity justifies providing differential support

and promoting the well-being of children. These measures address the fundamental needs for learning and nutrition, which are critical for healthy development. By ensuring access to these basic services, the state fulfills its constitutional obligation to safeguard the youngest members of society. Such initiatives help prevent exploitation and lay the foundation for a more equitable and productive future.

**23.** (D) An international NGO like the Red Cross/ Red Crescent.
In the context of disaster management, non-state actors refer to organizations and groups that are independent of the formal government structure. International non-governmental organizations like the Red Cross are prime examples. They provide critical humanitarian assistance, resources, and expertise that complement the efforts of state agencies. These organizations often have the flexibility and global networks necessary to respond rapidly to emergencies and support long-term recovery efforts in various affected communities.

**24.** (A) (a), (b) and (d) only
India has established a comprehensive institutional framework to ensure social justice, primarily involving judicial and specialized bodies. The Supreme Court and High Courts act as the ultimate guardians of constitutional rights. National Commissions for Scheduled Castes, Scheduled Tribes, and Minorities provide focused oversight and protection for vulnerable groups. Furthermore, legislative provisions for reservations in public services and legislatures ensure representation. Together, these arrangements form the backbone of social justice administration and policy implementation.

**25.** (C) Their social security, healthcare, and dignity in old age.
Policies for the welfare of the aged are designed to address the specific vulnerabilities associated with the later stages of life. The primary objective is to guarantee social security, access to quality healthcare, and the right to live with dignity. These initiatives aim to provide a safety net that protects senior citizens from financial hardship and social isolation. By promoting an inclusive environment, society ensures that the elderly are supported and respected.

**26.** (B) The Effect is a direct consequence of the Cause.
A biological disaster is characterized by the widespread occurrence of a disease that causes significant harm to human, animal, or plant populations. When a novel virus causes a global pandemic, the resulting public health crisis and social disruption are direct consequences of the biological hazard. The classification of the pandemic as a disaster reflects the scale of the impact and the need for a coordinated response. This relationship demonstrates how biological triggers lead to events.

**27.** (D) They can be partners, with civil society challenging the state.
The relationship between the state and civil society in the realm of social welfare is often dynamic and complementary. While the state provides the legal and financial framework for services, civil society organizations can reach marginalized communities and innovate in service delivery. Civil society also plays a critical role in holding the state accountable by challenging policies that fail to meet public needs. Together, they form a partnership that enhances the overall effectiveness of administration.

**28.** (C) P-3, Q-4, R-1, S-2
Social welfare is best described as an organized system of services aimed at improving the well-being of citizens. Social justice focuses on the fair distribution of resources and opportunities to ensure equity. Social change involves the transformation of social structures, norms, and institutions over time. Affirmative action refers to specific policies designed to correct historical disadvantages faced by marginalized groups. Understanding these distinct but related concepts is essential for effective social administration and policy development.

**29.** (D) Biological Disaster - Industrial chemical spill
Disasters are classified by their origin to ensure that response strategies are appropriately targeted. Geophysical disasters include events like tsunamis and earthquakes, while meteorological disasters involve weather-related phenomena like cyclones. Hydrological disasters specifically relate to water-based events such as floods. An industrial chemical spill is a man-made or technological disaster rather than a biological

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for Women Act of 1990 to monitor and protect the rights of women in India. This legislative foundation gives the commission formal authority to review laws, investigate complaints, and advise the government. Its status ensures a structured and recognized role.

**59.** (D) Promoting the interests of one specific religious group over others.
The state's primary role in social welfare administration is to act as a neutral and fair provider of services for all citizens. This involves formulating inclusive social policies, enacting protective legislation, and establishing a robust framework of public services like education and healthcare. The state must ensure that welfare benefits are accessible to all vulnerable groups without bias. Promoting the interests of one group over others would violate the principles of secularism and equity.

**60.** (A) The importance of a multi-actor response in disaster management.
Effective disaster management often relies on the coordinated efforts of a variety of stakeholders, including government agencies, specialized forces, and non-state actors. In a flash flood scenario, the collaboration between municipal bodies, rescue forces, NGOs, and community volunteers ensures a comprehensive response. This multi-actor approach allows for the simultaneous management of rescue operations, food distribution, and local support. It highlights the importance of synergy between different parts of society to successfully navigate catastrophic events.

**61.** (C) It operates in the public realm independent of state control.
Civil society is distinguished from the state by its operation in the public realm independent of government control and coercive power. While the state has the authority to enforce laws and use legitimate force, civil society consists of voluntary associations where citizens act collectively for shared interests. It includes NGOs, community groups, and professional associations that influence public life without being part of the formal government hierarchy. This independence allows civil society to act as a balance.

**62.** (A) (a), (b), (c) and (d) only
India has developed a multi-faceted institutional and legislative framework to promote the welfare and protection of women. This includes specialized bodies like the National Commission for Women and executive departments like the Ministry of Women and Child Development. Crucial laws, such as the Protection of Women from Domestic Violence Act, provide legal safeguards. Furthermore, flagship schemes like Beti Bachao, Beti Padhao target social issues such as gender discrimination. Together, these elements form a comprehensive system.

**63.** (D) Mandating that all new public infrastructure be barrier-free and accessible.
Inclusiveness for differently-abled persons is most effectively achieved through policies that mandate universal accessibility and the removal of physical barriers. By requiring that all public infrastructure be barrier-free, the state ensures that individuals with disabilities can participate fully and independently in society. This proactive approach focuses on modifying the environment to accommodate diversity, rather than isolating individuals in separate facilities. Such measures are fundamental to promoting equality of opportunity and dignity for all citizens.

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**64.** (B) Participatory and developmental in nature.
One of the key roles of the National Commission for Scheduled Castes is to participate in and advise on the planning process for the socio-economic development of these communities. This function is participatory and developmental in nature, as it aims to ensure that development policies are sensitive to the specific needs and aspirations of Scheduled Castes. By providing expert guidance and monitoring progress, the commission helps the state design more effective and inclusive welfare programs.

**65.** (C) The fair and equitable distribution of resources, opportunities, and privileges.
Social justice is fundamentally concerned with the fair and equitable distribution of resources, opportunities, and privileges within a society. It seeks to ensure that every individual, regardless of their background or identity, has access to the basic necessities and chances needed to flourish. This concept goes beyond mere law and order by focusing on the moral and systemic aspects

level in India. Its primary role involves laying down the state disaster management policy and preparing the state-level disaster management plan. The authority ensures coordination between different state departments and provides guidelines for district authorities to follow. By setting the strategic direction for risk reduction and response within the state, the SDMA plays a critical role in building regional resilience.

**123.** (A) Social change
The transition from viewing disability as a purely medical issue to understanding it as a social and human rights issue represents a profound instance of social change. This shift acknowledges that disability is often exacerbated by social and environmental barriers rather than just physical limitations. This evolving perspective has led to significant transformations in policy, law, and social attitudes, emphasizing empowerment and inclusion. Such changes reflect broader progress in society's commitment to human dignity and the rights of all.

**124.** (D) Statement I is false but Statement II is true.
Non-governmental organizations are diverse entities that work on a wide range of social issues beyond just child welfare. They often play a critical role in filling gaps in services that the government may be unable to provide effectively or reach. Because of their flexibility and specialized focus, NGOs can address niche problems or serve remote populations more responsively. This ability to complement state efforts and provide innovative solutions makes them essential partners in the framework of administration.

**125.** (C) Ensure that historically underrepresented groups get a fair chance to compete.
The fundamental purpose of reservations as a form of affirmative action is to ensure that historically underrepresented and marginalized groups have a fair chance to compete for opportunities in society. By addressing the systemic barriers that have limited their progress, reservations help level the playing field and promote diversity within public institutions. This policy is designed to achieve substantive equality rather than creating permanent divisions. It aims to foster an environment where background does not hinder educational success.

**126.** (A) Recovery
The recovery phase of disaster management involves long-term activities aimed at restoring the affected community to its normal state or better. This includes rebuilding damaged housing, repairing critical infrastructure like roads and utilities, and restoring the livelihoods of those affected. Recovery efforts focus on the social, economic, and physical reconstruction of the area to ensure sustainable development and future resilience. This phase begins after the emergency has passed and requires coordinated efforts from diverse stakeholders.

**127.** (D) They can be partners, with civil society often complementing or challenging the state's actions for greater public good.
The relationship between the state and civil society in social welfare is often one of dynamic partnership and mutual influence. While the state provides the overarching legal and financial framework, civil society organizations can complement these efforts by reaching marginalized communities and providing innovative services. Civil society also acts as an essential watchdog, challenging state actions and advocating for policy changes that better serve the public interest. Together, they create a more responsive and effective support system.

**128.** (A) (a), (b) and (c) only
The National Policy for Women in India aims to create a comprehensive environment for the advancement and empowerment of women. Its primary objectives include improving their social and economic status, ensuring their active participation in decision-making processes, and creating a safe environment free from violence and discrimination. By targeting systemic barriers, the policy seeks to achieve true gender equality. Initiatives that would limit access to education or employment are contrary to the policy's fundamental goal of empowerment.

**129.** (C) Fair access to resources and opportunities for all its members.
Social justice requires a society to ensure that all its members have fair and equitable access to resources, opportunities, and privileges. It involves dismantling systemic barriers that prevent individuals from realizing their full potential based on their background or social

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**73.** (A) Aim to correct imbalances and ensure meaningful participation for all, especially the marginalized.
Equity and inclusiveness are core components of social justice because they directly address the systemic imbalances and barriers that hinder marginalized groups. Equity ensures that resources and support are provided based on need, acknowledging different starting points. Inclusiveness focuses on ensuring that everyone can participate fully and meaningfully in all aspects of social and political life. Together, these principles work to move society beyond formal equality toward a substantive state where every individual can flourish.

**74.** (D) Mitigation
Mitigation in disaster management involves taking proactive steps to reduce the impact of potential hazards and minimize the risk to lives and property. Activities such as preparing evacuation plans and conducting community drills are essential for building resilience before a disaster occurs. By identifying risks and training the population to respond correctly, authorities can significantly decrease the severity of a disaster's consequences. This phase focuses on long-term risk reduction rather than just immediate response or recovery.

**75.** (D) Both A and R are false.
The concept of social welfare is neither static nor based on a universally fixed definition because social needs, values, and problems are constantly changing. As societies evolve, new challenges emerge, and the public's understanding of human rights and well-being shifts. Therefore, the strategies and programs used to address social issues must also adapt to remain relevant. Both the idea that social welfare is unchanging and that social needs are constant are false, as social administration is dynamic.

**76.** (B) Children (0-6 years), pregnant women, and lactating mothers
The Integrated Child Development Services program is a flagship institutional framework in India designed to address the nutritional and health needs of specific vulnerable groups. It primarily targets children between the ages of 0 and 6 years, along with pregnant women and lactating mothers. By providing a package of services including supplementary nutrition, immunization, and preschool education, the program aims to improve child survival. It represents a comprehensive approach to early childhood care and maternal health.

**77.** (C) National Level - National Disaster Response Force (NDRF)
In India's disaster management framework, the National Disaster Response Force is a specialized state actor operating at the national level to provide expert response during emergencies. This force is trained to handle various types of hazards and works under the guidance of the National Disaster Management Authority. In contrast, the State and District Authorities operate at their respective regional levels. Identifying the correct level for each agency is essential for understanding the hierarchical and coordinated nature of the country's response system.

**78.** (D) Safeguard the interests of religious and linguistic minorities.
The National Commission for Minorities was established with the primary mandate of safeguarding the interests and protecting the rights of religious and linguistic minorities in India. Its role involves monitoring the implementation of constitutional and legal safeguards designed to prevent discrimination and ensure equality. By evaluating their development and inquiring into specific complaints of rights violations, the commission promotes social justice and communal harmony. It serves as an essential institutional mechanism for maintaining the nation's diverse social fabric.

**79.** (A) (b) & (c) simultaneously, (a), (d)
The implementation of affirmative action through reservations in India has occurred in distinct stages for different groups. Reservations for Scheduled Castes and Scheduled Tribes were established at the commencement of the Constitution. Later, based on the Mandal Commission's recommendations, reservations for Other Backward Classes were introduced in the 1990s. Recently, the provision for Economically Weaker Sections was added through a constitutional amendment. This sequence reflects the evolving understanding of social and economic backwardness and the state's efforts for inclusiveness.

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**80.** (B) Social welfare is about charity, while social justice is about rights and systemic change.
While social welfare often focuses on the organized provision of services and resources to address immediate needs, social justice is concerned with rights and systemic structural change. Welfare can sometimes be seen as a form of support or charity aimed at improving well-being. Social justice, however, addresses the root causes of inequality and seeks to ensure a fair distribution of power and opportunities for everyone. Understanding this difference is crucial for moving from simple service delivery to equity.

**81.** (C) Disaster Mitigation
Building a cyclone shelter is a proactive measure that falls under the category of disaster mitigation. This structural intervention is designed to protect lives by providing a safe place for people to take refuge when a cyclone strikes. Mitigation focuses on reducing the vulnerability of communities and the potential impact of natural hazards before they occur. By investing in such infrastructure, authorities can significantly decrease the casualty rate and enhance the overall resilience of coastal populations against recurrent weather-related threats.

**82.** (D) Statement I is false but Statement II is true.
Civil Society Organizations operate independently of the formal government structure and are vital for a healthy democracy. While they are not part of the state's executive branch, they play a critical role in social justice by advocating for the rights of the citizenry and holding the government accountable for its actions. CSOs provide a platform for public debate and collective action on various social issues. Therefore, they are distinct from state actors but are essential partners in shaping public policy.

**83.** (B) (a), (b) and (c) only
India has established a robust framework for the welfare of the aged, including policies like the National Policy on Older Persons and specialized programs. Legislative protection is provided by the Maintenance and Welfare of Parents and Senior Citizens Act of 2007. These institutional arrangements focus on providing health care, social security, and legal maintenance for senior citizens. Schemes like Sarva Shiksha Abhiyan are targeted at other groups, highlighting the specialized nature of elderly-focused welfare administration and social protection.

**84.** (D) Other Backward Classes (OBCs)
The Mandal Commission's recommendations, implemented in the 1990s, were a pivotal moment in India's social justice history, leading to the provision of 27% reservations for Other Backward Classes in central government jobs. This policy was designed to improve the representation and social mobility of communities identified as socially and educationally backward. By expanding affirmative action, the state aimed to foster a more inclusive bureaucracy and address long-standing inequalities. This move significantly influenced the nation's political and social landscape.

**85.** (C) A major industrial accident releasing toxic chemicals.
A major industrial accident that releases toxic chemicals into the environment is a clear example of a man-made or technological disaster. Such events are caused by human error, equipment failure, or a breakdown in safety protocols within a manufactured system. Unlike natural hazards like tsunamis or volcanic eruptions, man-made disasters are inherently linked to industrialization and human activity. Classifying these events correctly is essential for developing appropriate regulatory frameworks and specialized emergency response plans to protect nearby populations.

**86.** (B) The complete absence of any alteration in social relationships.
Social change is a broad and dynamic process that encompasses transformations in social norms, values, behavioral patterns, and institutional structures. It involves shifts in political and economic systems as well as changes in fundamental social units like families. The complete absence of any alteration in social relationships would represent a state of total stagnation, which is the opposite of social change. Because societies are constantly evolving in response to internal and external factors, some level of change is always occurring.

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**87.** (A) P-4, Q-2, R-1, S-3
India's institutional framework for social justice includes several specialized commissions, each with a primary mandate to safeguard the rights of a specific group. The National Commission for Scheduled Castes focuses on the interests of SC communities, while the National Commission for Women addresses gender-based issues. Religious and linguistic minorities fall under the purview of the National Commission for Minorities. The protection of children's rights is the responsibility of the National Commission for Protection of Child Rights. These bodies ensure focused oversight.

**88.** (A) Social welfare administration aimed at empowerment.
Providing assistive devices and scholarships to differently-abled students is a practical application of social welfare administration focused on empowerment and inclusion. Rather than offering mere charity, these measures aim to remove the physical and financial barriers that hinder education and independence. By equipping individuals with the tools and resources needed to succeed, the state fosters their full participation in society. This proactive approach helps shift the focus from disabilities to capabilities and potential as contributing citizens.

**89.** (C) Government agencies have legal authority and state backing, which NGOs typically lack.
A fundamental distinction between a government agency and a non-governmental organization lies in their legal authority and institutional backing. Government agencies are part of the formal state structure and possess the power to enforce laws, collect taxes, and implement official policies with the full weight of the state. NGOs, while independent and often influential, lack this formal legal authority and operate on a voluntary basis. This difference determines how each entity functions, makes decisions, and is held accountable.

**90.** (B) The Effect is a plausible consequence of the Cause.
Implementing strong affirmative action policies is a strategic social intervention aimed at rectifying historical imbalances in representation. When such policies are consistently applied, a plausible consequence is a visible increase in the presence of marginalized groups in higher education and public services. This shift directly contributes to broader social change by altering the social composition of influential institutions and promoting mobility. This relationship illustrates how targeted administrative measures can effectively drive transformations in social structure and equity.

**91.** (D) It is a continuous and integrated process involving multiple phases and stakeholders.
Disaster management is a continuous and integrated process that involves several distinct phases, including mitigation, preparedness, response, and recovery. It is not a one-time activity but a permanent cycle of risk reduction and management. Effective disaster management requires the active participation of multiple stakeholders from government, civil society, and the private sector. By focusing on both proactive risk reduction and efficient response, this comprehensive approach aims to protect lives and the environment from various hazards.

**92.** (B) To reinforce and maintain existing social hierarchies.
The core objectives of social justice are to promote equality of opportunity, provide a safety net for vulnerable populations, and rectify historical injustices. It seeks to create a more equitable society by dismantling systemic barriers and ensuring fair access to resources. Reinforcing or maintaining existing social hierarchies is contrary to these goals, as such hierarchies often perpetuate inequality and exclusion. Therefore, social justice administration actively works to challenge and transform unfair social structures rather than preserve them.

**93.** (C) The Prime Minister
In the Indian disaster management hierarchy, the National Disaster Management Authority is the apex body responsible for policy and coordination. Reflecting its immense national importance, the authority is chaired by the Prime Minister. This high-level leadership ensures that disaster management remains a top priority and facilitates effective coordination across various government ministries and state agencies. Having the Prime Minister at the helm provides the necessary political authority and strategic vision required to manage large-scale events.

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**94.** (D) There are no laws to protect them from atrocities and discrimination.
India has a comprehensive institutional and legal framework to protect Scheduled Castes and Scheduled Tribes from discrimination and violence. This includes specific laws like the Scheduled Castes and the Scheduled Tribes (Prevention of Atrocities) Act. Furthermore, constitutional provisions ensure their representation in legislatures, and specialized National Commissions monitor their interests. Claiming that there are no laws to protect them is incorrect, as the state has implemented various legislative and administrative measures to safeguard their rights.

**95.** (A) (a), (b) and (d) only
Social welfare administration is a professional process based on humanitarian and democratic values, aimed at organizing and directing social services to improve human well-being. One of its primary goals is to help individuals and groups become self-reliant and effectively integrated into society. It operates within a clear legal and policy framework established by the state and is fundamentally a non-profit endeavor. By translating social policy into programs, this field ensures that welfare needs are met systematically.

**96.** (A) Giving a runner with a disability a head start in a race to ensure fair competition.
Equity in social justice is best illustrated by providing individuals with the specific support they need to overcome disadvantages and compete fairly. For example, giving a runner with a physical disability a head start acknowledges their unique circumstances and aims to equalize the opportunity for success. Unlike simple equality, which treats everyone the same regardless of their starting point, equity focuses on fairness and the removal of barriers to ensure that outcomes are based on potential.

**97.** (A) Both A and R are true and R is the correct explanation of A.
Non-state actors such as local NGOs and community groups are essential for the effective delivery of relief during disasters, particularly in reaching remote or marginalized populations. Their grassroots presence and rapport with the local community allow them to operate more flexibly and responsively than formal state agencies. This "last mile" connectivity is critical for ensuring that aid reaches those who need it most during the chaotic aftermath. Their involvement complements state efforts and enhances the overall response.

**98.** (C) Voluntary nature of association and management.
A voluntary agency is characterized by its foundation in the free will of individuals who choose to associate and work together for a public cause. Unlike government bodies created by statute, these organizations are self-governing and independent of direct state control. Their primary motivation is social service rather than financial profit, and membership is voluntary. This independent and mission-driven nature allows them to be innovative and responsive in addressing diverse social issues within the framework of administration.

**99.** (A) Issues of declining Child Sex Ratio (CSR) and promoting education for girls.
The "Beti Bachao, Beti Padhao" scheme is a significant institutional program in India aimed at addressing the critical social issues of a declining Child Sex Ratio and gender-based discrimination. By focusing on the protection, survival, and education of the girl child, the initiative seeks to change social attitudes and promote gender equality. This comprehensive approach involves multi-sectoral action to ensure that girls are valued. It represents a key state effort to drive social change and justice.

**100.** (D) The Juvenile Justice (Care and Protection of Children) Act.
The Juvenile Justice (Care and Protection of Children) Act is a primary institutional framework in India dedicated to the welfare and protection of children. It provides a legal system for addressing the needs of children in conflict with the law as well as those in need of care. The act emphasizes the principles of rehabilitation and social reintegration, ensuring that the best interests of the child are prioritized. It is a cornerstone of child welfare administration and protection.

**101.** (B) Welfare state
Social welfare administration is a fundamental tool for realizing the vision of a welfare state,

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where the government takes a proactive role in ensuring the well-being of all its citizens. Unlike a laissez-faire state that avoids intervention, a welfare state provides a comprehensive system of social services, including healthcare and social security. By managing these programs effectively, social welfare administration helps reduce inequality and protect vulnerable populations. This ensures that the benefits of progress are shared fairly.

**102.** (C) To directly allocate funds for state government projects.
The National Commission for Scheduled Tribes is an oversight and advisory body focused on safeguarding tribal rights and interests. Its functions include investigating rights violations, recommending welfare measures, and advising on development planning for tribal communities. However, it does not have the authority to directly allocate funds for state government projects, which is the responsibility of the executive branch and relevant ministries. The commission's power lies in its ability to monitor the state and advocate for proper implementation.

**103.** (D) The process of development should engage and benefit all sections of society, including the marginalized.
The principle of inclusiveness in social justice requires that the process and benefits of development must engage and reach all sections of society, particularly the marginalized. It rejects the idea that growth should be concentrated among a privileged few or that any group should be left behind. Inclusive development ensures that everyone has the opportunity to contribute to and benefit from economic and social advancements. This approach is essential for reducing systemic inequality and building cohesive societies.

**104.** (A) (a), (b) and (c) only
Affirmative action includes both reactive and proactive measures designed to address past discrimination and foster diversity within institutions. These policies are often intended to be time-limited or subject to periodic review to assess their effectiveness and ongoing necessity. The goal is not to create permanent, fixed quotas forever but to achieve a level of substantive equality where special measures are no longer needed. By providing opportunities to underrepresented groups, affirmative action helps move society toward fairness.

**105.** (A) A biological disaster
A large-scale locust attack is classified as a biological disaster because it involves the rapid and uncontrolled spread of a biological pest that causes significant damage to agriculture and food security. Such events can devastate crops over vast areas, leading to economic hardship and potential food shortages. Understanding the biological nature of this hazard is essential for developing effective pest management strategies, early warning systems, and regional cooperation to mitigate the impact of infestations on human livelihoods.

**106.** (D) Statement I is false but Statement II is true.
Social change is a complex and multi-faceted process that does not always lead to positive progress or universally beneficial outcomes. While it can result in social advancement and improved rights, it can also be disruptive and lead to social conflict or the emergence of new problems. For instance, rapid urbanization might drive economic growth but also lead to the breakdown of traditional support systems. Therefore, social change is a process that requires careful management within administration.

**107.** (D) The institutional arrangement for social welfare administration.
The establishment of dedicated ministries, such as those for Social Justice, Tribal Affairs, and Women & Child Development, is a prime example of the formal institutional arrangement for social welfare administration. By creating specialized government bodies, the state ensures that the needs of different vulnerable groups receive focused attention, resources, and policy expertise. This structure allows for more effective planning and implementation of targeted schemes. It reflects the state's commitment to systematically addressing social inequalities and empowerment.

**108.** (B) (b), (a), (c)
India's disaster management structure follows a clear hierarchical order from the national level down to the district level. At the apex is the National Disaster Management Authority (NDMA), which sets overall policy and guidelines.

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of how a society organizes itself. Achieving social justice involves dismantling barriers that perpetuate inequality.

**66.** (D) Political (e.g., change of government through elections)
In the field of emergency management, disasters are categorized based on their physical or biological triggers, such as geological, weather-related, or disease-based events. Geophysical and hydrological events like earthquakes and floods are recognized disaster types due to their catastrophic physical impacts. Similarly, biological epidemics are classified as disasters. However, routine political processes, such as a change of government through democratic elections, do not constitute a disaster, as they are part of the normal functioning of a political system.

**67.** (D) Statement I is false but Statement II is true.
While non-governmental organizations are independent of direct state control, they frequently interact and collaborate with government agencies. Many NGOs receive government funding to implement specific social welfare programs, leveraging their grassroots expertise and reach. This partnership allows the state to extend its services to marginalized communities more effectively. Therefore, being non-governmental does not mean a complete lack of financial ties; instead, it indicates a distinct institutional identity focused on public service outside formal state bureaucracy.

**68.** (C) P-3, Q-1, R-4, S-2
Welfare legislation in India is designed to protect and support specific vulnerable groups through targeted provisions. The Maintenance and Welfare of Parents and Senior Citizens Act focuses on the aged, while the Prohibition of Child Marriage Act protects children. For differently-abled individuals, the Rights of Persons with Disabilities Act provides a comprehensive framework for accessibility. The Forest Rights Act is a crucial institutional mechanism specifically for the welfare and traditional rights of Scheduled Tribes and forest dwellers.

**69.** (A) Address social and educational backwardness.
The primary objective of providing reservations for Other Backward Classes is to address and rectify their historical social and educational backwardness. By ensuring representation in government services and educational institutions, the policy seeks to promote social mobility and inclusive growth for these communities. This form of affirmative action is rooted in the constitutional mandate to achieve substantive equality. It acknowledges that formal equality is insufficient for groups that have faced systemic barriers to their progress and development.

**70.** (B) Response
The response phase of disaster management involves the immediate, short-term activities carried out after a hazard strikes to save lives and prevent further damage. This includes critical operations such as search and rescue, providing emergency medical care, and establishing temporary shelters and food supplies. The goal is to stabilize the situation and meet the basic needs of the affected population during the acute period of the crisis. Effective response is essential for minimizing human losses.

**71.** (C) It is solely the responsibility of non-governmental organizations.
Social welfare is a multi-dimensional field that involves providing essential services like healthcare, education, and social security to enhance human well-being. It is a shared responsibility that is delivered through both governmental and non-governmental channels. Claiming that social welfare is solely the responsibility of NGOs is incorrect, as the state plays a fundamental role as a primary provider, regulator, and funder. A collaborative approach involving all sectors of society is necessary for an effective welfare system.

**72.** (A) (a) and (c) only
National Commissions for marginalized groups like SCs, STs, and minorities are empowered with specific tools to perform their oversight duties. They possess the powers of a civil court, which allows them to summon individuals and examine documents during investigations into rights violations. A major part of their mandate is to look into specific complaints from individuals regarding the deprivation of their rights. While they are not responsible for direct implementation, their investigative and monitoring roles are crucial for justice.

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opportunities. Affirmative action is a tool used to correct historical disadvantages. However, social change refers to the transformation and alteration of social structures, norms, and institutions over time. Associating social change with "maintaining the status quo" is incorrect, as the status quo represents stability and a lack of change, whereas social change is inherently about shifts.

**116.** (D) Human resource development, capacity building, training, and research in disaster management.
The National Institute of Disaster Management is primarily responsible for human resource development, capacity building, training, and research in the field of disaster management. It plays a critical role in developing the expertise and knowledge needed by officials and stakeholders at various levels to manage hazards effectively. By conducting research and documenting best practices, NIDM helps strengthen the nation's overall disaster resilience. Its focus is on education and institutional capacity rather than direct rescue or funding operations.

**117.** (C) The Rights of Persons with Disabilities Act, 2016.
The Rights of Persons with Disabilities Act of 2016 is a landmark institutional framework specifically designed for the welfare and protection of Divyangjan in India. This act provides a comprehensive legal basis for ensuring accessibility, empowerment, and non-discrimination for individuals with disabilities. It expands the list of recognized disabilities and mandates reservations in education and jobs. By establishing clear rights and obligations, the act promotes the full participation of differently-abled persons in all aspects of life.

**118.** (B) (c) and (d) only
The National Commission for Minorities is tasked with evaluating the development of minorities, recommending safeguards, and looking into specific complaints of rights violations. However, it does not have the legal authority to grant citizenship to immigrants or to act as a criminal court with the power to sentence offenders. These functions are the responsibility of the Ministry of Home Affairs and the formal judiciary, respectively. The commission's role is focused on oversight and advocacy for constitutional interests.

**119.** (B) Identify the "creamy layer" to ensure benefits reach the most deserving.
A key objective of programs for the welfare of Other Backward Classes is to ensure that the benefits of affirmative action reach those who truly need them. This involves identifying the "creamy layer," or the more affluent and advanced members within these communities, and excluding them from reservation benefits. This mechanism ensures that limited opportunities are prioritized for the most socially and educationally disadvantaged individuals. By focusing on intra-group equity, the state makes OBC welfare policies more effective.

**120.** (A) Both A and R are true and R is the correct explanation of A.
Social welfare administration is a broader concept than social work as it encompasses the entire process of formulating social policies and organizing the systems through which services are delivered. It involves high-level planning, resource management, and organizational leadership. Social work, on the other hand, often focuses on the professional practice of providing direct services to individuals. Therefore, social welfare administration provides the institutional framework and organizational context in which social workers and other professionals operate effectively.

**121.** (C) Social Welfare
Social welfare is the organized provision of resources and services specifically designed to help a society deal with diverse social problems and improve the well-being of its members. It represents a systematic effort by both state and non-state actors to ensure that basic needs such as health, education, and social security are met. By creating a structured support system, social welfare helps individuals and communities attain satisfying standards of living. This organized approach distinguishes professional welfare from informal charity.

**122.** (D) To lay down the state disaster management policy and plan.
The State Disaster Management Authority is the nodal agency for disaster management at the state

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Below it are the State Disaster Management Authorities (SDMA), responsible for state-level planning and coordination. The District Disaster Management Authority (DDMA) serves as the primary implementation and coordination body at the grassroots level. This three-tier system ensures that management is integrated across all government levels.

**109.** (B) A hazard event whose consequences overwhelm the capacity of a society to cope.
The critical distinction between a hazard and a disaster lies in the impact on human society. A hazard is a potentially harmful physical event or phenomenon, while a disaster occurs when that hazard strikes a vulnerable population and overwhelms its capacity to cope. For an event to be classified as a disaster, it must result in widespread human, material, or environmental losses that necessitate external assistance. Therefore, a disaster is the consequence of a hazard interacting with vulnerability.

**110.** (C) They are primarily investigative and recommendatory bodies with the powers of a civil court.
National Commissions for vulnerable groups are primarily investigative and recommendatory bodies that serve as essential guardians of constitutional rights. They possess the powers of a civil court to conduct inquiries, summon witnesses, and examine evidence related to complaints of rights violations. While they do not have direct executive or legislative powers, their annual reports and recommendations provide crucial guidance to the government. These commissions ensure that the state remains accountable for protecting the interests of marginalized sections.

**111.** (D) Preamble, Fundamental Rights, and Directive Principles of State Policy in the Constitution.
In India, the concept of social justice is not limited to a single law but is deeply enshrined across the entire constitutional framework. The Preamble sets social justice as a fundamental goal of the republic. The Fundamental Rights provide legal protections against discrimination, while the Directive Principles of State Policy offer guidance to the government to promote a more equitable order. Together, these elements form the overarching legal and moral foundation for social justice administration and inclusive development.

**112.** (B) P-3, Q-1, R-2, S-4
Civil society represents the sphere of association outside the family, state, and market where citizens act collectively. Non-governmental organizations are independent, usually non-profit entities within this sphere that focus on specific social objectives. State actors include formal government bodies with the authority to use legitimate force, such as the police or army. Voluntary agencies are based on the principle of free citizen choice and participation. Understanding these distinct roles is essential for navigating the complex social landscape.

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**113.** (B) Achieving substantive equality rather than just formal equality.
Affirmative action policies, such as reservations, are implemented to move beyond mere formal equality and achieve substantive equality. While formal equality treats everyone the same, it ignores the unequal starting positions caused by historical discrimination. Substantive equality recognizes these disparities and provides the necessary support and opportunities to ensure that marginalized groups can compete fairly. The goal is to create a truly inclusive society where social identity does not determine life chances, rather than establishing permanent social divisions.

**114.** (A) Disseminating early warnings and verified information to the public.
The media plays a crucial role as a non-state actor in disaster management by serving as a primary channel for disseminating early warnings and verified information to the public. During a crisis, timely and accurate reporting can help people take protective actions and prevent panic. The media also highlights the needs of affected communities and monitors the effectiveness of relief efforts, ensuring accountability. By facilitating communication between the state and the citizenry, the media enhances overall hazard response.

**115.** (C) Social Change - Maintaining the status quo
Social welfare is correctly associated with organized services for well-being, and social justice involves the fair distribution of

status. Unlike absolute equality of outcome, social justice focuses on fairness and the presence of enabling conditions for development. By ensuring that everyone can participate meaningfully in life, the pursuit of social justice fosters a stable society.

**130.** (D) Meteorological
A heatwave is classified as a meteorological disaster because it is a weather-related event characterized by a prolonged period of excessively high temperatures. Such events can have devastating impacts on public health, causing heat-related illnesses and fatalities, while also straining power grids and water supplies. Understanding the meteorological nature of heatwaves is essential for developing effective early warning systems, urban cooling strategies, and public health interventions. This classification helps authorities prepare for and mitigate specific risks.

**131.** (A) It has a legal obligation to share its profits with the government.
Voluntary agencies are characterized by being formed through the free choice of individuals to pursue common social goals for the public good. They are independent, non-profit entities that maintain a formal structure and system of management. A key feature is their commitment to service rather than financial gain. Therefore, having a legal obligation to share profits with the government would be contrary to their fundamental nature. Their independence allows them to reinvest all resources into their mission.

**132.** (C) P-3, Q-1, R-4, S-2
Different phases of disaster management involve specific types of actions. Preparedness is illustrated by conducting mock drills to ensure people know how to respond to hazards. Immediate actions like providing food and shelter after an event fall under the response phase. Mitigation involves long-term measures like retrofitting buildings to reduce future risks. Finally, recovery is characterized by long-term support, such as providing housing loans to help families rebuild. Understanding these distinctions is crucial for effective strategy.

**133.** (C) Other Backward Classes (OBCs)
The 'creamy layer' concept is specifically used in the context of reservations for Other Backward Classes to ensure that benefits reach the most deserving members of the community. It refers to the more affluent and socially advanced individuals within the OBC category who are excluded from reservation benefits. This mechanism aims to promote intra-group equity by prioritizing opportunities for those who still face significant social and educational disadvantages. This approach ensures that affirmative action effectively serves its purpose of empowerment.

**134.** (A) Both A and R are true and R is the correct explanation of A.
National Commissions for marginalized groups are granted the powers of a civil court to enhance their ability to investigate complaints of rights violations effectively. This legal authority allows them to summon individuals for questioning, demand the production of relevant documents, and receive evidence on affidavit. These powers are essential for conducting thorough and impartial inquiries into complex issues of social injustice. By providing these tools, the state ensures that the commissions can function as robust oversight bodies.

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**135.** (D) Fairness
The term 'equity' in the context of social justice is fundamentally about fairness and the distribution of resources based on need. Unlike simple equality or sameness, which provides the same to everyone regardless of their situation, equity recognizes that different individuals require different levels of support to achieve equal outcomes. By accounting for systemic disadvantages and individual circumstances, equity aims to provide everyone with a genuine opportunity to succeed. This focus on fairness makes equity a critical principle.

**136.** (B) Facilitator and provider
In social welfare administration, the state primarily functions as a facilitator and provider of essential services for its citizens. This role involves creating the legal framework for social policies, funding various welfare programs, and directly delivering services like health and education. By acting as a proactive guardian of public well-being, the state ensures that a safety

**193.** (C) The principle of affirmative action based on economic criteria.
The provision of reservations for Economically Weaker Sections (EWS) represents an extension of the principle of affirmative action based on economic criteria rather than traditional social identity alone. This policy acknowledges that financial hardship can act as a significant barrier to accessing opportunities in education and employment. By providing support to individuals from disadvantaged economic backgrounds, the state aims to promote a more inclusive society. This mechanism reflects the evolving understanding of vulnerability and the pursuit of justice.

**194.** (C) (a), (c) and (d) only
The National Commission for Scheduled Tribes is a constitutional body with several important roles aimed at protecting tribal interests. These include investigating matters relating to constitutional safeguards, participating in the socio-economic development planning process for STs, and presenting an annual report on the status of these safeguards. However, the commission does not function as a criminal court with the power to pass sentences. Its role is centered on oversight and providing advisory support to ensure rights are respected.

**195.** (D) A civil society initiative
A community radio station run by a local cooperative is a prime example of a civil society initiative. It operates independently of the state and the for-profit commercial sector, focusing instead on shared community interests like health awareness. This type of organization fosters grassroots participation and provides a platform for local voices to be heard. By addressing community needs through collective action and voluntary cooperation, civil society groups like this enhance social well-being and promote engagement.

**196.** (A) Slow-onset disaster
The gradual rise in global sea levels due to climate change is classified as a slow-onset disaster because it develops incrementally over many years rather than occurring suddenly. While the changes are gradual, the long-term impacts on coastal communities, including flooding and erosion, can be catastrophic. These disasters require different management strategies than sudden-onset events, focusing on long-term adaptation and sustainable planning. Recognizing the slow nature of these hazards is essential for protecting vulnerable populations from environmental crises.

**197.** (C) All individuals have the capabilities to flourish and live a life of dignity.
The ultimate aim of social justice is to build a society where every individual has the capabilities and opportunities needed to flourish and lead a life of dignity. It focuses on dismantling the systemic barriers and inequalities that prevent people from achieving their potential based on their background. This involves ensuring fair access to essential services and opportunities for participation. By fostering an environment of fairness and empowerment, social justice creates a more inclusive and stable society.

**198.** (A) Both Statement I and Statement II are true.
The District Disaster Management Authority (DDMA) is the central body for managing hazards at the local level. It is responsible for preparing a comprehensive district-level disaster management plan that addresses local risks and vulnerabilities. Furthermore, the DDMA serves as the primary body for planning, coordinating, and implementing disaster management activities within the district. By integrating the efforts of various local departments, it ensures a systematic and responsive approach to protecting the community and property from catastrophes.

**199.** (D) To examine requests for inclusion of any class of citizens as a backward class and hear complaints of over-inclusion or under-inclusion.
The National Commission for Backward Classes is a specialized body with the primary role of examining requests for the inclusion of any community as a backward class and hearing complaints of over-inclusion or under-inclusion. It advises the government on the criteria for identifying backwardness and monitors the implementation of safeguards for these groups. By providing expert oversight, the commission ensures that the system of reservations and welfare benefits remains fair, transparent, and targeted.

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regarding land and forests. The TSP approach promotes inclusive growth and empowers tribal groups while protecting their distinct cultural and social heritage.

**144.** (D) To act as an intermediary between the people and the state.
One of the most significant functions of civil society organizations is to act as an intermediary between the citizenry and the state. By articulating the interests, needs, and demands of the people, these organizations ensure that the public voice is heard in the policy-making process. They provide a space for collective action and public debate, fostering a more responsive and accountable government. This intermediary role is essential for democracy and for ensuring that administration reflects needs.

**145.** (A) That preferential treatment may be necessary to overcome historical discrimination.
The fundamental principle behind affirmative action is the recognition that preferential treatment may be necessary to overcome the deep-seated effects of historical discrimination and systemic inequality. It acknowledges that formal equality is insufficient when groups start from vastly different positions due to past injustices. By providing specific opportunities and support to marginalized sections, affirmative action seeks to achieve a more level playing field. This proactive approach is a key tool for building a truly inclusive society.

**146.** (B) They can issue legally binding arrest warrants against offenders.
Specialized commissions for marginalized groups possess several important powers, including the ability to inquire into rights violations, recommend welfare measures, and monitor constitutional safeguards. However, they do not have the judicial authority to issue legally binding arrest warrants against offenders. This power remains with the formal police and judicial systems. The commissions function as quasi-judicial oversight bodies that can summon individuals for investigation and recommend action, but they do not replace primary law enforcement functions.

**147.** (C) Social justice and inclusiveness.
Providing scholarships specifically for girls from minority communities to pursue higher education is a clear example of a policy promoting social justice and inclusiveness. This initiative addresses multiple layers of disadvantage related to gender and minority status, ensuring that these individuals have the support needed to succeed. By removing financial barriers and encouraging education, the state fosters social mobility and the empowerment of marginalized groups. Such targeted measures are essential for creating an equitable society for everyone.

**148.** (D) The National Disaster Response Force (NDRF).
Disaster management involves both state and non-state actors working together. Non-state actors include non-governmental organizations and community-based groups that provide resources and support. However, the National Disaster Response Force (NDRF) is a specialized, formal government agency created by law to provide emergency response. Therefore, it is a key state actor within the formal management framework. Understanding the distinction between these actors is important for coordinating the various roles and resources available during a large-scale crisis.

**149.** (A) Social, attitudinal, and environmental in nature.
Differently-abled persons, or Divyangjan, face a variety of barriers that hinder their full participation in society. These obstacles are primarily social, attitudinal, and environmental in nature, rather than just physical or medical. Social barriers include discrimination, while environmental barriers involve inaccessible public infrastructure. Attitudinal barriers refer to stereotypes that society often directs toward them. Addressing these diverse challenges requires a comprehensive approach to administration that focuses on empowerment, accessibility, and the removal of systemic biases from society.

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**150.** (A) Both A and R are true and R is the correct explanation of A.
Inclusiveness is a critical dimension of social justice because it ensures that the benefits of development and social progress reach all sections of the population. Without inclusive

policies, marginalized and vulnerable groups are at risk of being bypassed, which further exacerbates existing inequalities and social divisions. Proactive measures are needed to ensure that everyone has access to education, health, and livelihoods. Therefore, the assertion that inclusiveness is essential for social justice is well-supported by practice.

**151.** (D) The process of transforming a social policy into social services.
Social welfare administration is best defined as the comprehensive process of transforming broad social policies into tangible social services and benefits for the target population. It involves the planning, organization, and management of resources to achieve social well-being. This field bridges the gap between the vision of the welfare state and the actual delivery of support. By professionalizing the management of programs, it ensures that welfare objectives are met efficiently and in accordance with the established framework.

**152.** (B) It involves the fair allocation of assets, privileges, and opportunities in a society.
Social justice is fundamentally concerned with the fair allocation of assets, privileges, and opportunities within a society. It recognizes that an individual's success is influenced by their social context and seeks to address systemic inequalities that hinder equal opportunity. Unlike punitive justice, which focuses on crime and punishment, social justice aims for the moral and equitable organization of social life. This modern administrative concept remains highly relevant for building inclusive societies where every citizen can lead dignity.

**153.** (C) Differently-abled (Divyang)
A social welfare policy that provides free assistive devices such as wheelchairs and hearing aids is a primary institutional framework focused on the welfare of differently-abled persons. These tools are essential for improving the mobility, independence, and overall social functioning of Divyangjan. By removing physical barriers to participation, such initiatives promote empowerment and inclusion. This targeted support reflects the principle of equity, ensuring that those with specific physical needs receive the necessary resources for independence.

**154.** (D) They are a part of the formal government structure.
Non-governmental organizations are established to achieve diverse social objectives and operate on a non-profit basis within the sphere of civil society. They are independent of direct government control and can receive funding from both domestic and foreign sources, provided they follow relevant regulations. Claiming that NGOs are a part of the formal government structure is incorrect, as their defining feature is independence from the state. This autonomy allows them to act as innovative and flexible partners.

**155.** (B) (a), (c) and (e) only
Affirmative action consists of policies that favor individuals from groups that have faced historical discrimination, with the goal of fostering a more diverse and representative society. Reservations in India are a prime example of such a mechanism. These policies are based on the understanding that systemic disadvantages must be addressed to achieve true equality. By providing opportunities in employment and education, affirmative action seeks to move beyond a narrow view of merit, promoting a more inclusive social structure.

**156.** (C) Statement I is true but Statement II is false.
The institutional framework for social justice in India consists of both constitutional and statutory bodies. The National Commission for Scheduled Castes is a constitutional body, meaning its establishment and powers are directly derived from the Constitution itself. In contrast, the National Commission for Women is a statutory body, created through an Act of Parliament rather than a constitutional provision. Understanding the difference in status is important, as constitutional bodies often possess a higher level of authority and permanence.

**157.** (D) The District Collector/District Magistrate.
The District Disaster Management Authority (DDMA) serves as the primary body for planning and coordinating disaster management at the grassroots level. Reflecting its central role in district administration, the authority is chaired by the District Collector or District Magistrate. This local leadership ensures that disaster management is integrated with other functions and that resources are mobilized effectively.

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Having the highest district official at the helm provides the necessary authority to coordinate various departments and managing response efforts.

**158.** (B) Causes a level of suffering and damage that exceeds a community's capacity to cope.
The nature of a disaster is best described as an event that causes a level of suffering and damage that exceeds the capacity of the affected community to cope. This definition highlights the overwhelming impact of the hazard and the resulting need for external assistance. Disasters are not always predictable and can affect any society regardless of development levels. The core characteristic is the serious disruption of normal life and the significant losses that necessitate a coordinated emergency response.

**159.** (A) P-3, Q-4, R-1, S-2
Equity involves the principle of fairness, where resources are provided based on individual or group needs to ensure equal opportunity. Inclusiveness focuses on removing barriers and ensuring that marginalized groups can participate fully in society. Social change refers to the significant alteration of social structures and norms over time. Social welfare is an organized system of services designed to promote the well-being of the citizenry. Understanding these distinct concepts is essential for effective social policy development and administration.

**160.** (A) Focusing solely on post-disaster relief and ignoring mitigation.
The state's role in disaster management is comprehensive and proactive, involving the development of legal frameworks and coordinating diverse agencies. It is incorrect to say that the state should focus solely on post-disaster relief while ignoring mitigation. Effective disaster management requires a balanced approach that prioritizes risk reduction and preparedness to minimize the impact of future hazards. By investing in mitigation, the state protects lives and property more effectively than through a reactive, relief-centric strategy alone.

**161.** (C) Inquire into complaints regarding violation of child rights.
The National Commission for Protection of Child Rights is an essential oversight body whose key function is to inquire into complaints regarding the violation of child rights. By monitoring the implementation of child welfare laws and policies, the commission ensures that the state fulfills its protective obligations. It provides a platform for addressing grievances and advocating for the best interests of children. While it works closely with educational agencies, its primary mandate is to protect legal rights.

**162.** (B) The Effect is a logical consequence of the Cause.
Rapid industrialization and urbanization act as powerful drivers of social change, leading to significant transformations in a society's structure and norms. As people move for work, traditional joint family systems and community bonds often undergo substantial alteration. This effect is a logical consequence of changing economic conditions that reshape how individuals interact and support one another. Recognizing these transformations is crucial for administration, as it helps identify the evolving needs of families in a modernizing and urbanizing society.

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**163.** (B) Created by citizen free will to perform public service.
A voluntary agency is best defined as an organization created through the free will and initiative of citizens to perform public service and address social problems. These agencies are independent of the state and operate on a non-profit basis, meaning they are driven by a mission for social good rather than financial gain. They rely on the principle of voluntary association and the desire to work together. This grassroots foundation allows them to be flexible and responsive.

**164.** (D) Actively working to include the voices and needs of marginalized groups in the mainstream.
In the context of social justice, inclusiveness means actively working to ensure that the voices and needs of marginalized and vulnerable groups are fully integrated into the mainstream of social, political, and economic life. It involves identifying and removing the systemic barriers that prevent these groups from participating equally. By fostering a sense of belonging and agency for all citizens, inclusive policies promote a more stable society. This proactive approach is essential for achieving social justice goals.

**165.** (A) Their recommendations are automatically converted into law by Parliament.
Specialized commissions for groups like SCs, STs, and minorities play a vital role in investigating complaints, monitoring safeguards, and advising the government on development planning. They present annual reports to the President to highlight the status of these safeguards. However, it is incorrect to say that their recommendations are automatically converted into law. While their findings carry significant weight, the power to enact legislation remains exclusively with Parliament and the legislatures. The commissions act as advisory bodies.

**166.** (C) Hydrological
A flash flood is classified as a hydrological disaster because it is a water-based hazard characterized by rapid flooding in low-lying areas. These events are often triggered by intense rainfall or the sudden release of water, and they occur with very little warning. Hydrological disasters specifically relate to the occurrence, movement, and distribution of water on the Earth's surface. Understanding the specific nature of flash floods is essential for developing effective early warning systems and response strategies.

**167.** (A) A for-profit private hospital chain.
Institutional arrangements for social welfare administration consist of government bodies and non-profit organizations dedicated to public well-being and social justice. Examples include specialized ministries and commissions, as well as state-run facilities for the vulnerable. In contrast, a for-profit private hospital chain is a commercial entity whose primary objective is to generate profit. While such facilities provide healthcare, they are not part of the dedicated administrative framework designed specifically to address the needs of marginalized populations through policy.

**168.** (B) (b), (c) and (d)
Civil society performs several vital functions that strengthen democracy and promote social well-being. It provides an arena for citizens to articulate their interests and demands collectively, independent of the state. By holding the government accountable for its actions and providing a space for public debate, civil society organizations ensure transparency and responsiveness. They also serve as a platform for collaborative action on diverse social issues. These roles are essential for a healthy public life and good governance.

**169.** (A) Both A and R are true and R is the correct explanation of A.
The Disaster Management Act of 2005 represents a significant shift in India's approach to managing hazards, moving from a reactive, relief-centric model to a holistic and integrated framework. This proactive regime emphasizes the importance of preparedness, mitigation, and prevention to reduce the impact of disasters before they strike. By establishing clear institutional roles and mandates at all levels, the act ensures a more systematic and effective approach to risk reduction. This transition is essential for building national resilience.

**170.** (B) Affirmative action
The policy of reserving seats in educational institutions and government employment for Scheduled Castes and Scheduled Tribes is a direct application of the principle of affirmative action. This mechanism is designed to provide guaranteed representation to communities that have faced historical social and educational marginalization. By ensuring access to key opportunities, the state aims to rectify past injustices and promote social mobility. This targeted intervention is a cornerstone of India's commitment to achieving social justice and inclusive development.

**171.** (C) Providing reservations in jobs and education and other welfare schemes.
The welfare of Other Backward Classes (OBCs) is primarily addressed through a combination of affirmative action and targeted welfare schemes. A key component of this strategy is the provision of reservations in government jobs and educational institutions, which aims to improve their representation and social status. Additionally, the government implements diverse programs focused on their economic empowerment and educational advancement. These institutional arrangements are designed to address the social backwardness faced by these communities and ensure inclusion.

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**172.** (D) Statement I is false but Statement II is true.
Social welfare services are not always provided free of cost; in some cases, they may involve sliding scale fees based on an individual's ability to pay. However, the core of social welfare administration is the professional process of translating broad social policy objectives into tangible services and benefits for the target population. This involves planning, organizing, and delivering support in a way that effectively addresses social needs. Administrative goals remain focused on ensuring policy visions result in well-being.

**173.** (D) Mobilizing resources, funds, and logistics as part of Corporate Social Responsibility (CSR).
The primary role of non-state actors like corporate bodies in disaster management often involves mobilizing resources, funds, and logistics to support relief and recovery efforts. Through Corporate Social Responsibility (CSR) initiatives, companies can contribute significantly to the overall national response during a catastrophe. They provide essential supplies and financial aid that complement the efforts of state agencies and NGOs. This involvement reflects the importance of multi-stakeholder collaboration in addressing large-scale hazards and fostering sustainable community resilience.

**174.** (A) Women - The Protection of Women from Domestic Violence Act, 2005
Protective legislation in India is often targeted at the unique vulnerabilities of specific groups. For women, the Protection of Women from Domestic Violence Act provides critical legal safeguards against abuse within the home. In contrast, the Juvenile Justice Act is focused on children, and the Senior Citizens Act addresses the needs of the aged. Correctly matching these legislative frameworks to their target groups is essential for understanding the specialized nature of social justice and the administration of welfare programs.

**175.** (C) Discrimination based on caste, creed, or gender.
Social justice is fundamentally opposed to any form of discrimination based on caste, creed, gender, or other social identities. Such discrimination creates systemic barriers that prevent individuals from achieving their full potential and accessing equal opportunities. By fostering an environment of fairness and equity, social justice aims to dismantle the structures that perpetuate exclusion and marginalization. It supports the rule of law and the provision of basic necessities for everyone as essential components of a democratic and just society.

**176.** (A) Providing extra remedial classes to students who are falling behind.
A policy that provides extra remedial classes to students who are falling behind is a prime example of promoting equity in education. This approach acknowledges that different students start from different academic positions and require varied levels of support to achieve learning goals. By providing additional resources based on individual need, the policy aims to ensure fairness and equal opportunity for all. This focus on individual circumstances distinguishes equity from a simple one-size-fits-all model for service delivery.

**177.** (D) Man-made/Technological
A nuclear power plant accident is classified as a man-made or technological disaster because it results from the failure of human-designed systems, equipment malfunction, or operator error. Such events can have catastrophic impacts on human health and the environment due to the release of radioactive materials. Classifying these incidents correctly is essential for developing specialized regulatory oversight, safety protocols, and emergency response strategies. It highlights the inherent risks of advanced technologies and the importance of robust management.

**178.** (B) To fund and establish large-scale industries for women.
The National Commission for Women is tasked with investigating rights violations, monitoring safeguards, and recommending policy changes to the government. Its role is centered on advocacy, legal oversight, and the protection of women's interests. However, it does not have the mandate to directly fund or establish large-scale industries. Economic development for women is usually managed by relevant ministries through specialized schemes. The commission acts as a watchdog and advisor rather than a direct economic developer or funder.

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**179.** (A) (a), (b) and (c) only
India has established several key institutional frameworks to protect and promote the welfare of children. The National Commission for Protection of Child Rights provides oversight and investigative capabilities, while the Integrated Child Development Services program addresses nutritional and health needs. The Juvenile Justice Act offers a specialized legal framework for children in need of care. Together, these bodies and laws ensure a comprehensive approach to child welfare, focusing on protection, survival, and development for the nation's youngest citizens.

**180.** (C) To achieve the objectives of social policy efficiently and effectively.
The primary aim of social welfare administration is to achieve the objectives of social policy in an efficient and effective manner. It involves professional management of resources and organizations to ensure that services actually reach intended beneficiaries and improve their well-being. This field is not focused on generating state revenue or controlling personal lives. Instead, it serves as the essential bridge between the vision of an inclusive society and the practical delivery of various support programs.

**181.** (B) Both A and R are true but R is not the correct explanation of A.
The debate surrounding reservations involves balancing the formal principle of merit with the substantive principle of social justice and representation. Critics argue that reservations may compromise efficiency, while proponents highlight their necessity for providing opportunities to historically disadvantaged groups. The goal is to ensure that a society's institutions reflect its diversity and that talent is recognized across all backgrounds. By accounting for systemic barriers, reservation policies aim to create a more equitable and representative system of employment.

**182.** (C) Geophysical
A tsunami is classified as a geophysical disaster because it is a secondary hazard typically triggered by undersea earthquakes, volcanic eruptions, or landslides. These geological events displace large volumes of water, creating powerful waves that cause widespread destruction when they reach coastal areas. Understanding the geophysical origins of tsunamis is essential for developing effective early warning systems, coastal defense strategies, and community evacuation plans. This classification helps authorities prepare for the specific physical impacts of these ocean-based events.

**183.** (D) It is the "third sector" of society, distinct from government and business.
Civil society is widely recognized as the "third sector" of society, distinct from the formal structures of government and the for-profit business world. It encompasses the arena of uncoerced collective action around shared interests, purposes, and values. This sector includes a diverse range of organizations, such as NGOs, community groups, and professional associations. By providing a platform for citizen participation and advocacy, civil society plays a crucial role in promoting democratic accountability and social cohesion.

**184.** (A) Institutional arrangement for social justice administration.
The establishment of specialized National and State Commissions for the protection of human rights, women, and minorities represents a core institutional arrangement for social justice administration. These bodies provide a formal mechanism for oversight, investigation, and advocacy, ensuring that the rights of vulnerable populations are protected. By monitoring the implementation of constitutional safeguards and evaluating welfare programs, these commissions help the state fulfill its commitment to equality. They serve as essential guardians of justice within the administrative framework.

**185.** (D) Statement I is false but Statement II is true.
Social welfare is a dynamic and evolving concept rather than a static one with a fixed meaning. It aims to assist individuals, groups, and communities in attaining satisfying standards of life and health by providing organized services and resources. As social problems and public values change, the strategies used to promote well-being must also adapt to remain relevant and effective. Therefore, understanding social welfare requires a flexible perspective that accounts for the ongoing development of society and administration.

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**186.** (B) Differently-abled - Pradhan Mantri Jan Dhan Yojana
Welfare programs in India are often targeted at specific vulnerable groups to address their unique needs. The National Policy on Older Persons is focused on the aged, and the Beti Bachao, Beti Padhao scheme addresses women's rights and education. The Integrated Child Development Services program targets children and mothers. However, the Pradhan Mantri Jan Dhan Yojana is a universal financial inclusion scheme aimed at providing banking access to all citizens, rather than being for Divyangjan.

**187.** (C) To provide specialized response during and after a disaster.
The National Disaster Response Force is a specialized state actor primarily responsible for providing a professional and rapid response during and after a disaster. Its personnel are trained in advanced rescue techniques for various hazards, including earthquakes, floods, and chemical emergencies. The force plays a critical role in saving lives and stabilizing the situation in the immediate aftermath of a catastrophe. By working closely with authorities, the NDRF ensures that expert assistance is available whenever emergencies overwhelm local capacity.

**188.** (A) (b), (d), (a), (c)
India's institutional framework for social justice and welfare has been built through various laws enacted at different times. The National Commission for Women Act was passed in 1990, followed by the Disaster Management Act and the Protection of Women from Domestic Violence Act in 2005. The Rights of Persons with Disabilities Act was subsequently enacted in 2016. This progression reflects the state's expanding and evolving commitment to protecting the rights of diverse groups through formalized administrative structures.

**189.** (D) State actors are formal government bodies, while non-state actors are not.
In disaster management, state actors are formal government bodies created by law and empowered with public authority, such as national rescue forces and local administrations. Non-state actors, in contrast, are organizations and groups that operate outside the formal government hierarchy, including NGOs, community groups, and private corporations. While both play essential roles, they differ in their sources of authority and funding. Understanding this distinction is crucial for coordinating a multi-stakeholder response that leverages various strengths.

**190.** (C) P-3, Q-4, R-1, S-2
Different marginalized groups face unique welfare challenges that require targeted policy interventions. For Scheduled Tribes, protecting land rights and traditional livelihoods is a primary concern. Aged persons require robust social security and specialized healthcare to live with dignity. Religious and linguistic minorities focus on protecting their unique identity and preventing discrimination. For children, the main focus is on protection from exploitation and ensuring access to education. Correctly identifying these concerns is essential for designing effective and inclusive welfare programs.

**191.** (B) Social change driven by legislative action.
Legislative action, such as raising the legal age of marriage for women, serves as a powerful driver of social change by altering traditional norms and institutional structures. This decision aims to improve women's health, education, and overall social status, reflecting evolving societal values regarding gender equality. Such laws transform expectations and behaviors across the community, leading to lasting shifts in the social fabric. This highlights the state's role in actively shaping social progress and addressing issues through policy reform.

**192.** (A) Restricting their mobility and access to public spaces.
The primary objectives of policies for the welfare of women include ensuring economic empowerment, promoting political participation, and preventing all forms of violence and discrimination. These initiatives aim to improve the overall status and rights of women in society. Restricting their mobility or access to public spaces would be contrary to these goals, as such limitations perpetuate gender inequality and exclusion. Therefore, social welfare administration focuses on removing barriers to women's freedom and participation in society.

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net is available for the vulnerable. This facilitator role is essential for coordinating the efforts of diverse actors and achieving objectives effectively.

**137.** (C) The increasing acceptance of women in leadership roles in a society.
A classic example of social change is the increasing acceptance and presence of women in leadership roles within a society. This shift reflects a profound transformation in social norms, cultural values, and the social structure regarding gender roles. Unlike daily or seasonal cycles, this alteration involves a lasting change in how people interact and how power is distributed. Understanding such transformations is vital for administration, as it influences the design of policies aimed at promoting equality and inclusiveness.

**138.** (B) (a), (b), and (d) only
India's institutional arrangements for disaster management were formalized by the Disaster Management Act of 2005, which established a three-tier system at the national, state, and district levels. The National Disaster Management Authority (NDMA) is the apex body, and the National Disaster Response Force (NDRF) provides specialized response capabilities. Notably, the Prime Minister chairs the NDMA, ensuring high-level strategic direction. This structure ensures a unified approach to managing various natural and man-made hazards across the entire country.

**139.** (A) Man-made Disaster
Illegal dumping of chemical waste into a river by a company is a clear instance of a man-made or technological disaster. This event results directly from human negligence, corporate misconduct, and a failure to follow environmental regulations. Such actions can lead to catastrophic damage to aquatic life and the contamination of essential water supplies for human communities. Classifying this as a man-made disaster emphasizes the importance of industrial accountability and strict enforcement of laws to prevent human-caused environmental crises.

**140.** (C) Statement I is true but Statement II is false.
The Maintenance and Welfare of Parents and Senior Citizens Act of 2007 is a landmark law that establishes a legal obligation for children to provide maintenance to their elderly parents. This act aims to ensure financial security and well-being by formalizing family support responsibilities. Contrary to discouraging family care, the law seeks to strengthen traditional familial bonds while providing a legal safety net for those who are neglected. It promotes the dignity of the elderly within families.

**141.** (D) Enhance the social functioning and well-being of individuals, groups, and communities.
The overarching goal of social welfare administration is to enhance the social functioning and well-being of individuals, groups, and communities. It involves professional management of policies and services to ensure the needs of vulnerable populations are met effectively. By providing a structured framework for support, social welfare administration helps people overcome social problems and attain satisfying standards of life. This mission goes beyond mere economic aid, focusing instead on the holistic development and empowerment of the citizenry.

**142.** (B) (b), (a), (c)
The post-disaster phase of the management cycle follows a logical sequence aimed at stabilization and long-term rebuilding. First, immediate response efforts focus on saving lives and providing relief. This is followed by recovery, which involves restoring essential services and supporting the affected population in the medium term. Finally, reconstruction involves the long-term process of rebuilding physical infrastructure and social systems. Following this sequence ensures that the transition from emergency to sustainable development is managed effectively and systematically.

**143.** (C) The Tribal Sub-Plan (TSP) approach in planning.
The Tribal Sub-Plan (TSP) approach is a key institutional framework designed to ensure the socio-economic development of Scheduled Tribes in India. It involves the dedicated allocation of funds and resources specifically for tribal-dominated areas and populations. This mechanism ensures that development planning is sensitive to the unique needs and traditional rights of tribal communities, particularly

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**200.** (B) Welfare State
The concept of social welfare is most closely linked to the political ideal of a welfare state, where the government accepts a proactive responsibility for the well-being of all its citizens. In such a state, the government provides a comprehensive safety net through services like healthcare, education, and social security to ensure a basic standard of living. By managing these programs effectively, social welfare administration helps reduce inequality. This model stands in contrast to states prioritising minimal intervention.

**201.** (C) A volcanic eruption.
Man-made disasters result from human activities, technological failures, or negligence, such as oil spills or structural collapses. In contrast, a volcanic eruption is a natural disaster driven by the Earth's geological processes. While human activity can sometimes influence the severity of a disaster's impact, the primary trigger of a volcanic event is entirely natural. Understanding these different origins is essential for developing appropriate monitoring, early warning, and response systems that are tailored to the specific nature of each hazard.

**202.** (D) Giving people what they need to be successful; it's about fairness.
The principle of equity in social justice emphasizes fairness by providing individuals with the specific resources and support they need to be successful. It recognizes that because people start from different social and economic positions, identical treatment is not always fair. Equity aims to level the playing field by accounting for individual circumstances and addressing systemic disadvantages. By focusing on equitable distribution, society ensures that everyone has a genuine opportunity to achieve their potential and live with dignity.

**203.** (A) The Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006.
The Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act of 2006 is a critical institutional framework for the welfare of tribal communities. This act formally recognizes and vests forest rights and occupation in forest land for Scheduled Tribes. By addressing historical injustices related to the alienation of tribal lands, the law protects traditional livelihoods and cultural identity. It serves as an essential tool for empowering these marginalized groups and ensuring their right to ancestral forests.

**204.** (B) (b), (c) and (d) only
Non-state actors play several key roles in disaster management that complement state efforts. These include supplementing government relief programs with additional resources and providing specialized technical expertise during response and recovery phases. Furthermore, these actors often engage in advocacy for better risk reduction policies and public awareness. While they do not enact laws or command forces, their involvement is essential for a more flexible and effective national management strategy that addresses the complex needs of affected populations.

**205.** (B) Children, pregnant women, and lactating mothers
Poshan Abhiyaan, also known as the National Nutrition Mission, is a flagship institutional program in India designed to address the critical issue of malnutrition. It primarily targets children, pregnant women, and lactating mothers by providing a multi-sectoral approach to improving nutritional outcomes. The mission aims to reduce levels of stunting, undernutrition, and anemia through coordinated action and social behavioral change. By focusing on the health of these vulnerable groups, the program promotes overall social well-being.

**206.** (D) A is false but R is true.
Social change is not a simple or linear process but a complex and multi-faceted one influenced by a variety of factors, including technology, conflict, and shifting ideologies. Because of the many interacting variables involved, the outcomes of social change are often unpredictable and can lead to both progress and disruption. Understanding this complexity is essential for administration, as it requires a flexible and adaptive approach to designing policies that can respond to the dynamic nature of society.

**207.** (D) Social justice and welfare
A civil society organization dedicated to the rights and rehabilitation of manual scavengers is a prime example of an agency promoting

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social justice and welfare. This group addresses one of the most severe forms of historical marginalization by advocating for protective laws and alternative livelihoods. By focusing on the dignity and inclusion of these individuals, the organization helps dismantle systemic barriers and promotes equity. Such grassroots efforts are vital for ensuring that social justice reaches the most vulnerable members.

**208.** (A) Social welfare is a broader concept, while social security is a specific component dealing with contingencies like old age, unemployment, and sickness.
Social welfare is a broad and comprehensive concept that encompasses all services and programs aimed at enhancing human well-being. Social security is a specific component of this broader field, focusing on providing financial protection against contingencies like old age, sickness, and unemployment. While social welfare includes education and health, social security primarily involves income maintenance. Understanding this distinction is important for administration, as it helps in managing specialized programs that address both immediate risks and long-term development.

**209.** (C) The Disaster Management Act, 2005
The institutional and legal framework for disaster management in India is mandated by the Disaster Management Act of 2005. This act provides the formal basis for a coordinated and integrated approach to managing hazards across the country. It established the National, State, and District Disaster Management Authorities, along with specialized response forces. By moving toward a proactive regime of preparedness and risk reduction, the act significantly strengthened the nation's capacity to protect lives and property from catastrophes.

**210.** (B) They are designed to isolate older persons from the rest of society.
Welfare policies for the aged are designed to be comprehensive, addressing their health, financial security, and social needs. One of the primary goals is to promote the active and productive involvement of older persons in society, rather than isolating them. These policies aim to provide a supportive environment that respects their dignity and encourages community participation. Therefore, any initiative designed to isolate the elderly would be contrary to the fundamental principles of inclusion that underpin modern administration.

**211.** (C) Policies that are universal but sensitive to the needs of diverse and marginalized groups.
Inclusiveness in social justice is best achieved through universal policies that are sensitive to the diverse needs of different social and marginalized groups. This approach ensures that while services are available to all, specific measures are taken to remove the barriers that prevent certain populations from accessing them equally. By combining broad reach with targeted sensitivity, the state can foster an environment where everyone feels they belong. This strategy is essential for reducing systemic inequality and promoting cohesion.

**212.** (D) They are formed voluntarily by a group of individuals to pursue a common interest, often for social good.
Voluntary agencies are independent organizations formed by a group of individuals who choose to work together to pursue a common social interest or public good. They are based on the principle of free association and are distinct from both the for-profit sector and the formal state bureaucracy. These agencies rely on citizen participation and a commitment to service, often playing a vital role in addressing diverse social issues through innovative approaches. Their voluntary nature makes them essential components.

**213.** (B) The Effect is a direct and positive consequence of the Cause.
When a government passes a law mandating accessibility standards in public buildings, it creates a direct and positive consequence for the mobility and participation of differently-abled persons. By removing physical barriers, the law enables these individuals to access essential services and participate more fully in public life independently. This relationship illustrates how targeted legislative and administrative actions can drive social change and promote inclusiveness. Such measures are fundamental to achieving social justice and ensuring all citizens exercise rights.

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**214.** (A) Sanitation workers and manual scavengers.
The National Commission for Safai Karmacharis is a specialized body in India dedicated to the welfare and protection of sanitation workers and manual scavengers. Its role involves monitoring the implementation of welfare schemes and protective laws for these workers, while also addressing their specific grievances. By focusing on the rights and dignity of those who perform essential sanitation services, the commission promotes social justice and helps dismantle the systemic discrimination and occupational hazards they often face in society.

**215.** (B) P-4, Q-3, R-2, S-1
Disasters are classified based on their underlying triggers to ensure appropriate management. Geophysical disasters result from geological processes, such as earthquakes. Hydrological events, like floods, are water-based hazards. Meteorological disasters, such as cyclones, are driven by weather and atmospheric conditions. Biological disasters involve the spread of diseases, like epidemics. Understanding these categories is essential for developing specialized mitigation and recovery plans that address the unique physical or biological characteristics of different hazards and their specific social impacts.

**216.** (C) It is the arena of uncoerced collective action around shared interests, purposes and values.
Civil society represents the arena of uncoerced collective action around shared interests, purposes, and values, existing independently of the state and the market. It includes a diverse range of organizations, such as NGOs, community groups, and labor unions, that allow citizens to participate in public life and advocate for their rights. By acting as a voice for the citizenry and holding the state accountable, civil society fosters democratic participation and social cohesion. It provides a platform for people.

**217.** (D) Statement I is false but Statement II is true.
The institutional framework for disaster management in India is a complex, multi-tiered system involving national, state, and district level authorities. While specialized forces like the NDRF provide critical emergency response, they are not the sole agency responsible for all phases of management. Instead, the framework integrates the efforts of various government bodies along with non-state actors like NGOs. This comprehensive approach ensures that planning and response are integrated across all levels of society, from central policy-making down to local implementation.

**218.** (D) Social Justice
The policy of reservations in India serves as a key tool for achieving distributive justice, which is a fundamental component of social justice. By ensuring that a specific share of opportunities in education and employment is provided to historically marginalized groups, the state aims to rectify past imbalances and promote a more equitable distribution of resources. This affirmative action mechanism acknowledges that systemic barriers prevent equal opportunity and seeks to foster an inclusive society where power is shared fairly among sections.

**219.** (A) Differently-abled (Divyang)
The 'Accessible India Campaign,' also known as Sugamya Bharat Abhiyan, is a nationwide flagship initiative aimed at achieving universal accessibility for differently-abled persons. The campaign focuses on enhancing the accessibility of the built environment, transportation systems, and information and communication technology. By removing barriers that hinder the independence and participation of individuals with disabilities, the state promotes their empowerment and inclusion. This comprehensive approach reflects the principle of equity and ensures that all citizens have the opportunity to participate fully.

**220.** (C) To function as a court to settle property disputes among minority community members.
The National Commission for Minorities is primarily tasked with evaluating the progress and development of minority communities and recommending safeguards for their protection. It also looks into specific complaints regarding the deprivation of their rights. However, it does not function as a court to settle property disputes or other private legal matters. These functions are the responsibility of the formal civil and criminal judiciary. The commission's mandate is focused on monitoring state obligations and advocating for legal interests.

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**221.** (A) (a), (b) and (c) only
Policies for the welfare of Scheduled Castes and Scheduled Tribes aim to promote their educational and economic interests while protecting them from social injustice and all forms of exploitation. A primary goal is to ensure their adequate representation in public services and legislatures to foster inclusive development. These initiatives are designed to empower these communities while respecting their unique social and cultural identity. The objective is not forced assimilation but the removal of systemic barriers, ensuring they lead lives of dignity.

**222.** (B) Social change
The transition from traditional joint family systems to nuclear family structures in many urban areas represents a significant instance of social change. This shift is driven by factors such as urbanization, labor mobility, and changing economic conditions, which alter the fundamental way individuals and families organize their lives. This transformation impacts social support systems and relationships within the community. Recognizing such shifts is essential for administration, as it necessitates new types of services to support families and elderly individuals.

**223.** (C) Effectively delivering social services based on established public policies.
The fundamental goal of social welfare administration is the effective delivery of social services based on established public policies. It involves professional management of resources, organizations, and personnel to ensure that welfare objectives are met efficiently and that the needs of the target population are addressed. This field bridges the gap between the vision of social justice and the practical provision of support, helping individuals improve their social functioning and well-being within a structured and professional framework.

**224.** (D) The State Disaster Response Force (SDRF) conducting a rescue operation.
State actors in disaster management are formal government bodies that possess the authority and resources of the state to manage hazards. An example is the State Disaster Response Force (SDRF), which conducts specialized rescue operations during emergencies. These agencies are created by law and work within the official disaster management hierarchy to protect lives and property. Their role is distinct from that of non-state actors, as they are part of the formal administrative structure responsible for policy implementation.

**225.** (A) Both A and R are true and R is the correct explanation of A.
Social justice is a comprehensive concept that goes beyond the simple absence of discrimination to include the creation of enabling conditions for human development. This proactive approach requires the state to ensure that all citizens, particularly the marginalized, have fair access to essential services like education, health, and livelihoods. By providing these basic tools for success, the state helps level the playing field. Therefore, social justice involves both protective measures and active investments that empower individuals to flourish.

**226.** (A) A universal tax applicable to all citizens equally, regardless of income.
Affirmative action consists of policies and measures specifically designed to provide opportunities to groups that have faced historical discrimination, such as reservations or special training programs. In contrast, a universal tax that applies equally to all citizens regardless of their income is a general fiscal policy rather than a targeted tool for promoting social representation. Affirmative action is inherently focused on achieving substantive equality through differential support, whereas universal taxes follow the principle of uniform and broad application.

**227.** (B) Ensure the well-being of older persons and strengthen their legitimate place in society.
The National Policy on Older Persons is a key framework in India aimed at ensuring the overall well-being and dignity of senior citizens. Its main objective is to provide a supportive environment that strengthens their legitimate place in society and protects them from neglect. The policy focuses on areas such as financial security, health care, and social participation. Rather than isolating the elderly, it encourages their continued integration in the community, ensuring they are respected as valuable members.

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**228.** (B) (b), (d), (a), (c)
Social welfare administration follows a logical and professional sequence to ensure effective service delivery. The process begins with the formulation of social policy to address specific needs. This is followed by detailed programme planning and the organization of resources. The next step is the actual implementation of services for the target population. Finally, the administration involves the evaluation of those services to assess impact. This systematic approach ensures that social objectives are met efficiently and that programs are continually improved.

**229.** (D) Statement I is false but Statement II is true.
National Commissions for marginalized groups such as SCs, STs, and women are not full judicial bodies but are quasi-judicial in nature. This means they possess certain powers similar to a court, specifically the powers of a civil court to investigate and summon individuals. These powers allow them to conduct thorough inquiries. However, they do not have the authority to convict or imprison individuals. Instead, they use findings to recommend legal or administrative actions to the state for justice.

**230.** (D) Preparedness
A cyclone warning issued by a meteorological department is a critical element of the preparedness phase in disaster management. This activity focuses on providing timely information and early alerts to help authorities and the public take protective actions before the hazard strikes. Preparedness involves building capacity to respond effectively through planning and communication. By disseminating warnings, the state enables communities to evacuate or secure property, significantly reducing the potential for loss of life during catastrophic weather events.

**231.** (C) Humanitarianism and collective responsibility
Social welfare is primarily rooted in the values of humanitarianism and collective responsibility for the well-being of all members of society. It reflects the belief that the community and the state should provide a system of support for those who are vulnerable or in need. This professional field is not driven by individual competition but by a commitment to human rights and dignity. By organizing services to address social problems, administration promotes a more compassionate and stable society.

**232.** (A) Geophysical
An earthquake is classified as a geophysical disaster because it is a natural hazard that originates from physical processes within the Earth's crust. The sudden release of energy causes the ground to shake, leading to potentially massive destruction of buildings and infrastructure. Understanding the geophysical nature of this threat is essential for developing building codes, seismic monitoring systems, and community preparedness plans. This classification helps authorities design specific mitigation strategies that address geological risks associated with seismic activity in regions.

**233.** (B) The benefits of a development project are captured by a small, privileged elite.
The principle of inclusiveness is violated when the benefits of development or public policy are captured by a small, privileged elite, leaving marginalized sections of society behind. Inclusiveness requires that the processes and outcomes of social progress are accessible to everyone, regardless of their background. When resources are unfairly concentrated, it exacerbates inequality and deepens social divisions. Therefore, administration must actively work to ensure that policies are designed to benefit all members of the community, especially the underserved.

**234.** (B) (a), (b) and (d) only
Non-governmental organizations are independent entities that operate outside the formal government hierarchy and are driven by social missions rather than profit. They play significant roles in advocacy and service delivery, often through grassroots initiatives. Claiming that an NGO is part of the executive branch or formed by government order is incorrect, as their defining feature is their voluntary and autonomous nature. While they may receive public funds, their internal governance remains independent, allowing them to act as innovative partners.

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citizens while establishing the formal obligations of the state to provide specific services. By codifying these relationships into law, the framework ensures accountability, provides a basis for resource allocation, and guarantees the sustainability of welfare initiatives.

**265.** (A) Direct service delivery and identification of beneficiaries.
Local government bodies and specialized agencies operate at the grassroots level of the social welfare administration. Their primary function is the direct delivery of essential services to the community and the accurate identification of eligible beneficiaries for various schemes. Being closest to the people, these bodies ensure that welfare programmes are accessible and that resources are distributed to those truly in need.

**266.** (B) To implement programmes at the grassroots level with flexibility and local understanding.
Non-governmental organizations and voluntary agencies play a vital role by implementing welfare programmes at the community level. Their primary advantage lies in their flexibility and profound understanding of local needs, which allows them to adapt services more effectively than large bureaucracies. These actors bridge the gap between formal state structures and the people, often acting as innovative service providers and advocates.

**267.** (B) a watchdog that ensures government accountability and advocates for reform.
Civil society functions as a critical watchdog within the social welfare landscape, encompassing citizen groups and social movements. Its main purpose is to hold the government accountable for its welfare commitments and to mobilize public opinion on social justice issues. By advocating for policy reforms and monitoring state actions, civil society helps ensure that the administration remains transparent and responsive to needs.

**268.** (A) Greater flexibility and a deeper understanding of local contexts.
Non-state actors such as NGOs possess distinct advantages over rigid bureaucratic structures due to their inherent flexibility and deep connection to local communities. This allows them to respond swiftly to emerging needs and navigate local cultural nuances that larger institutions might overlook. Their grassroots orientation enables them to design and deliver targeted interventions that are both culturally sensitive and practically effective for residents.

**269.** (C) a potential for synergy as well as challenges related to regulation and funding.
The relationship between state institutions and non-state actors is characterized by both collaborative synergy and significant administrative challenges. While their partnership can create a more responsive welfare system, it also involves complexities regarding government regulation and the financial dependency of non-state agencies. Balancing autonomy with alignment to national goals remains a key concern for ensuring a cohesive and participatory social environment.

**270.** (D) They make the welfare system more participatory and just.
Non-state actors contribute significantly to the social welfare environment by making the system more participatory and inclusive. Through their grassroots involvement and advocacy, they ensure that the voices of marginalized populations are heard and that welfare delivery is grounded in actual community needs. Their presence strengthens the overall pursuit of social justice by fostering a more diverse and accountable service landscape.

**271.** (C) To correct historical injustices and ensure their equitable integration into the mainstream.
Policies targeted toward Scheduled Castes, Scheduled Tribes, and Other Backward Classes are designed to rectify long-standing historical injustices. These initiatives go beyond simple welfare by aiming for the equitable integration of these communities into the national mainstream. The goal is to ensure that every individual has an equal opportunity to participate in and benefit from the country's social and economic progress.

**272.** (B) protect their unique culture and rights over natural resources like forests.
Welfare policies for Scheduled Tribes are uniquely tailored to address their specific needs for cultural preservation and resource autonomy. A key focus is protecting their distinct identity while granting them formal rights over forest resources to prevent exploitation and land alienation. These

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**242.** (D) P-3, Q-4, R-1, S-2
India's disaster management framework is organized across distinct levels to ensure a coordinated response. The National Disaster Management Authority (NDMA) operates at the national level, setting policy. The State Disaster Management Authority (SDMA) manages state-level planning and coordination. The District Disaster Management Authority (DDMA) is responsible for implementation at the district level. Finally, local authorities like Panchayats function at the community level. This tiered structure ensures that management is integrated and responsive across all levels of government and administrative action.

**243.** (D) Education and Nutrition
The policy of providing mid-day meals in schools addresses the welfare of children by focusing on the dual goals of education and nutrition. By offering a nutritious meal, the initiative aims to improve child health and reduce malnutrition, while also encouraging school attendance and retention. This comprehensive approach recognizes that hunger is a major barrier to learning and that ensuring basic nutritional needs is essential for effective development. It represents a key institutional effort to protect children's rights.

**244.** (B) A bridge collapse due to structural failure.
A bridge collapse due to structural failure is a clear example of a man-made or technological disaster. Such events result from human error, faulty construction, poor maintenance, or inadequate design within an engineering system. Unlike natural hazards like landslides, these disasters are caused by the breakdown of man-made infrastructure. Classifying such incidents correctly is essential for developing safety standards and regular inspection protocols. It highlights the state's responsibility in regulating construction and infrastructure to prevent catastrophes and protect public safety.

**245.** (C) It acknowledges different starting points and provides differential support to achieve fair outcomes.
Equity is essential for social justice because it recognizes that individuals start from different social and economic positions due to various systemic barriers. By providing differential support based on specific needs, equity aims to ensure that everyone has a genuine and fair opportunity to achieve similar outcomes. It acknowledges that simple equality often perpetuates existing disadvantages. This focus on fairness and the removal of barriers makes equity a critical principle for building an inclusive society where success is based on potential.

**246.** (A) Both Statement I and Statement II are true.
Civil Society Organizations (CSOs) encompass a wide range of associations outside the state, including both formal voluntary agencies and informal social movements. While all voluntary agencies are a part of civil society, not all CSOs follow the structured organizational model of an agency. This broader category reflects the diverse ways citizens act collectively to promote their interests. Understanding both the formal and informal elements of civil society is important for administration, as it helps in engaging stakeholders to drive change.

**247.** (A) Social policy and social service delivery.
Social welfare administration serves as the primary bridge between the abstract goals of social policy and the actual delivery of tangible services to people in need. It involves the professional process of planning, organizing, and managing the resources through which welfare objectives are achieved. By translating vision into practice, administration ensures that social programs are effective, accountable, and responsive to the needs of the population. This function is essential for ensuring that the benefits of progress are realized.

**248.** (B) Effectively investigate complaints of rights violations.
Specialized National Commissions are granted the powers of a civil court specifically to enable them to investigate complaints of rights violations more effectively. These powers allow them to summon individuals for questioning and demand the production of documents, ensuring a thorough inquiry process. This investigative capability is essential for holding actors accountable and identifying systemic issues of injustice. By providing these tools, the state ensures that oversight bodies can function as robust guardians of constitutional rights provided for marginalized populations.

NODIA

**235.** (D) To act as a regulator, provider, and facilitator of social services.
In social welfare administration, the state plays a comprehensive and central role by acting as a regulator, provider, and facilitator of social services. This involves creating the legal and policy framework to protect rights, funding various welfare programs, and directly delivering essential services like education and healthcare. By coordinating the efforts of diverse actors and ensuring that standards are met, the state provides a reliable safety net. This multifaceted role is essential for achieving the goals of inclusiveness.

**236.** (B) Social justice
Constitutional provisions for reservations for Scheduled Castes and Scheduled Tribes are primary mechanisms used to achieve social justice in India. These policies are designed to provide representation and opportunities to groups that have faced historical social exclusion and discrimination. By ensuring access to education and public employment, the state aims to rectify past injustices and promote inclusive growth. This form of affirmative action is a direct application of the mandate to build a more equitable society where background does not hinder participation.

**237.** (C) The National Commission for Women (NCW)
The National Commission for Women is a key institutional arrangement in India dedicated to the protection and welfare of women. As a statutory body, it provides a formal platform for investigating rights violations, reviewing legal safeguards, and advising the government on gender-sensitive policy reforms. The commission plays a vital role in monitoring the status of women and advocating for their empowerment. By acting as an oversight and advisory body, it ensures that women's interests are represented and protected within the framework.

**238.** (A) The Cause (vulnerability) and the rainfall (hazard) combined to create the Effect (disaster).
A disaster occurs when a physical hazard, such as heavy rainfall, interacts with a vulnerable population that lacks the capacity to cope. In the case of a floodplain settlement without mitigation or warnings, the community's vulnerability is the primary factor that turns the rainfall into a devastating disaster. This relationship highlights that disasters are not just natural events but also social phenomena. Understanding this interaction is essential for management, as it emphasizes the importance of reducing vulnerability through better planning.

**239.** (A) Dignity and empowerment
The term 'Divyang' is used to promote a sense of dignity and empowerment for differently-abled persons. It shifts the social narrative away from incapacity or pity and toward the recognition of an individual's inherent value and potential. This positive terminology is part of a broader effort to foster inclusiveness and ensure that persons with disabilities are treated as equal members of society. By emphasizing dignity, the state encourages the removal of barriers and the provision of support systems for independence.

**240.** (B) Their relationship can be collaborative, with NGOs often implementing government schemes or acting as a critical watchdog.
The relationship between non-governmental organizations and the government in social welfare is often dynamic and collaborative. NGOs frequently work alongside state agencies to implement schemes and provide services to marginalized communities, leveraging their local expertise. At the same time, they act as critical watchdogs, holding the government accountable and advocating for policy improvements. This partnership allows for a more comprehensive social support system. While independent, NGOs are still subject to certain regulations to ensure transparency and proper use.

**241.** (C) Social structures, norms, and values
Social change refers to the significant alteration over time in the fundamental structures, norms, and values of a society. It encompasses transformations in behavioral patterns, social roles, and the overall organization of social institutions. This process reflects the way societies adapt to internal and external pressures, such as technological innovation or shifting cultural beliefs. Understanding social change is vital for administration, as it helps identify emerging challenges and ensures that welfare policies remain relevant in a constantly evolving social context.

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specific needs to ensure truly fair opportunities. This distinction is vital for social justice, as equity compensates for existing imbalances to create a level playing field for everyone.

**257.** (D) To act as an administrative tool to counter historical discrimination and promote representation.
Affirmative action functions as a specialized administrative tool designed to secure representation for communities that have faced long-term exclusion. By implementing measures like reservations, the policy seeks to counteract deep-seated discrimination within education, employment, and politics. Its primary purpose is to facilitate the inclusion of marginalized groups into mainstream institutions, fostering a more balanced and representative societal structure.

**258.** (A) The deliberate process of ensuring meaningful participation for marginalized groups.
Inclusiveness represents an active and intentional strategy to involve marginalized groups in all social, economic, and political spheres. It moves beyond simple presence to emphasize meaningful participation and a genuine sense of belonging within the community. This process ensures that individuals from diverse backgrounds have the opportunity to contribute to and benefit from society, thereby strengthening overall social cohesion.

**259.** (C) Affirmative action is a specific policy instrument intended to help achieve the broader goal of social justice.
Affirmative action serves as a practical policy mechanism employed to advance the broader objectives of social justice. While social justice is the ideal goal of equity and fairness, affirmative action provides the specific administrative means to address existing inequalities. It acts as a corrective measure intended to bridge gaps created by systemic discrimination, ultimately moving society toward a more just state.

**260.** (A) promote genuine inclusion while avoiding the hardening of social divisions.
The central administrative challenge involves implementing affirmative action in a manner that fosters genuine inclusiveness and belonging. It requires a delicate balance to ensure that while specific groups are empowered, the policies do not inadvertently reinforce or harden existing social divisions. Success lies in advancing equity as a foundational principle without creating new fragments or tensions within the broader social fabric.

**261.** (D) A structured system of government bodies operating at national, state, and local levels.
The institutional framework for social welfare is built upon a robust, multi-tiered system of governmental organizations. This hierarchy spans from national ministries down to local administrative units, each holding distinct responsibilities. This structured approach ensures that welfare policies are managed through a formal bureaucratic machinery, providing the necessary organization and legal basis for the delivery of public services across different levels.

**262.** (B) To adapt and implement national policies according to regional contexts.
State governments occupy a crucial middle tier within the social welfare hierarchy, focusing on the practical execution of broad objectives. Their specific role involves adapting national welfare policies to suit the unique cultural, economic, and social characteristics of their respective regions. By tailoring these programmes, state governments ensure that centralized goals are implemented effectively and remain relevant to local populations.

NODIA

**263.** (C) efficiency and integrity of the state's bureaucratic apparatus.
Realizing social justice depends heavily on the operational efficiency and integrity of the state's complex bureaucratic machinery. This institutional apparatus is responsible for translating political intent into tangible public goods through coordinated action and honest service delivery. Without a high-functioning administrative structure characterized by accountability and competence, even well-designed welfare policies may fail to reach the intended beneficiaries effectively.

**264.** (D) A legal framework defining rights and state obligations.
A comprehensive legal framework serves as the foundation for the entire institutional arrangement of social welfare. This structure clearly defines the rights and entitlements of

**249.** (D) Taking over the administration of a state during a disaster.
The National Disaster Management Authority is responsible for laying down broad policies, plans, and guidelines for disaster management across India. It also recommends the provision of funds for mitigation and provides high-level coordination. However, it does not have the mandate to take over the general administration of a state during a disaster. State administration remains the responsibility of the respective state governments, while the NDMA provides strategic support within the framework of the Act. This ensures that national coordination is maintained.

**250.** (A) Substantive equality
Affirmative action is a specialized tool designed to promote substantive equality rather than just formal equality. While formal equality treats everyone the same, it often fails to account for the historical disadvantages and systemic barriers that certain groups face. Substantive equality recognizes these disparities and provides the necessary support and opportunities to ensure fair competition. By fostering diversity and representation, affirmative action helps move society toward a more inclusive state where individuals from all backgrounds can participate equally in education and employment.

**251.** (B) To convert social policy objectives into concrete services and actions.
Social welfare administration functions as a dynamic mechanism designed to bridge the gap between abstract policy goals and practical implementation. It focuses on converting broad social objectives into tangible services and actionable programmes that directly meet human needs. This process ensures that intended welfare benefits reach the target population, transforming theoretical commitments into meaningful societal impact through organized delivery systems.

**252.** (A) Social welfare is the provision of services, whereas social justice is the principle of equitable distribution.
Social welfare primarily encompasses the practical provision of services like health and education to address basic human needs within a society. In contrast, social justice serves as a guiding principle focused on the fair and equitable distribution of resources and opportunities. While the former involves service delivery, the latter addresses systemic imbalances and advocates for the rights of marginalized groups.

**253.** (C) The fundamental transformation of societal structures to eliminate inequality.
The overarching objective of social welfare administration is to achieve deep-seated social change by altering institutional structures and attitudes that sustain disadvantage. It aims for a progressive transformation of society into a more equitable state where systemic inequalities are corrected. This goes beyond temporary aid, seeking to dismantle discriminatory practices and ensure social justice becomes a permanent, lived reality.

**254.** (D) Tools for achieving the broader objectives of social justice and change.
Welfare programmes are effectively utilized as strategic instruments or tools within the administrative process to address societal imbalances and promote fairness. Rather than being mere handouts, these initiatives serve the broader mission of advancing social justice and fostering long-term social change. They act as the practical means through which policies actively work to transform societal structures for collective well-being.

**255.** (C) ensure policy intentions are translated into real-world, equitable outcomes.
The efficacy of social welfare administration is assessed by its capacity to turn policy intent into measurable ground-level results. Success is defined by the extent to which administrative actions create tangible and equitable impacts on society. Ensuring that theoretical constructs of justice become practical realities for citizens serves as the ultimate benchmark for evaluating the performance of these administrative systems.

**256.** (B) Equity involves need-based distribution to achieve fair opportunity, while equality involves providing everyone with the same resources.
Equality focuses on providing uniform resources to every individual regardless of their background or current status. However, equity recognizes historical and systemic disadvantages, prioritizing the distribution of resources based on

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specialized measures ensure that developmental initiatives do not compromise the traditional lifestyles and ecological relationships vital to tribal communities.

**273.** (D) Combating the practice of untouchability and promoting education.
Programmes for Scheduled Castes emphasize the elimination of discriminatory practices like untouchability and the promotion of economic empowerment. Significant focus is placed on providing educational scholarships to improve access to learning and future opportunities. These targeted interventions are essential for breaking the cycle of historical disadvantage and ensuring that members of the community can achieve social mobility and dignity within society.

**274.** (A) dedicated government departments, financial corporations, and commissions.
The administration of justice for marginalized communities is supported by a specialized institutional framework. This includes dedicated government departments, national commissions for specific groups, and financial corporations tasked with funding developmental projects. These organizations work together to monitor legal safeguards and implement upliftment schemes, ensuring a focused and systematic approach to addressing the unique challenges faced by SCs, STs, and OBCs.

**275.** (C) Monitoring the implementation of protective laws and evaluating scheme outcomes.
Administering programmes for disadvantaged groups involves the complex task of identifying beneficiaries and monitoring the enforcement of protective legislation, such as the Prevention of Atrocities Act. Additionally, administrators must rigorously evaluate the outcomes of developmental schemes to determine their effectiveness. This continuous monitoring and evaluation ensure that initiatives are meeting their intended goals of social upliftment and economic empowerment.

**276.** (A) combines legal action, community awareness, and the provision of support services.
The administrative approach to women and children's welfare is multi-pronged because it integrates diverse strategies to achieve comprehensive protection. It combines the enforcement of legal safeguards with community sensitization efforts to change social attitudes. Simultaneously, it provides accessible support services like healthcare and safe housing, ensuring that both immediate needs and long-term systemic challenges are addressed through a holistic framework.

**277.** (D) National commissions for women and specialized police cells.
A specialized institutional framework has been established to protect women's rights and promote their welfare. This includes national and state commissions for women, dedicated ministries, and specialized police cells designed to handle gender-based issues sensitively. These bodies work collectively to address discrimination, provide support to victims of violence, and ensure that women have equal access to economic and political opportunities.

NODIA

**278.** (B) Survival, development, protection, and participation.
Policy-making in child welfare is centered on ensuring four fundamental rights: survival, development, protection, and participation. These rights guide the creation of schemes addressing malnutrition, universal education, and protection from labour or trafficking. By focusing on these core areas, the administration aims to create a secure environment where children can grow healthily, receive quality learning, and engage meaningfully in society.

**279.** (C) a wide range of issues including violence, economic disempowerment, and discrimination.
Welfare initiatives for women are designed to combat multi-dimensional challenges, including gender-based violence, systemic discrimination, and economic disempowerment. These programmes range from providing legal aid and medical support for victims to launching schemes that foster financial independence and political representation. The focus is on empowering women across all spheres of life, ensuring their health, safety, and active involvement in the nation's growth.

**280.** (B) To create a safe and nurturing environment for them to realize their full potential.
The primary goal of welfare administration in this sector is to establish a safe and nurturing

**39.** What is meant by "disjointed incrementalism" as proposed by Charles Lindblom?
(A) A revolutionary overhaul of the entire socio-political system.
(B) A rational-comprehensive approach that considers all possible alternatives.
(C) A policy-making style that is centrally coordinated and highly integrated.
(D) A process of making small, successive decisions with limited analysis.

**40.** Match List I (Theorist) with List II (Key Concept).
List I: (Theorist)
P. Harold Lasswell
Q. Charles Lindblom
R. Yehezkel Dror
S. Logical Positivists
List II: (Key Concept)
1. Science of "Muddling Through"
2. Normative-Optimal Model
3. Fact-Value Dichotomy
4. Problem-Oriented and Multi-disciplinary Approach
(A) P-1, Q-2, R-3, S-4
(B) P-4, Q-1, R-2, S-3
(C) P-4, Q-3, R-1, S-2
(D) P-2, Q-1, R-4, S-3

**41.** Which statement about Charles Lindblom's theory of incrementalism is incorrect?
(A) It is a descriptive account of how policy is actually made.
(B) It suggests that policymakers consider only a limited range of alternatives.
(C) It argues that policy is made through a series of successive limited comparisons.
(D) It is considered the most suitable model for radical, large-scale policy changes.

**42.** According to Yehezkel Dror, what is the main drawback of relying solely on incrementalism for policy making?
(A) It is only suitable for simple problems and may entrench past mistakes.
(B) It is too radical and leads to unpredictable outcomes.
(C) It requires too much information and analytical capacity.
(D) It places too much emphasis on citizen participation.

**43.** Which characteristics accurately describe Harold Lasswell's vision for "policy sciences"?
(a) Multi-disciplinary, drawing from various social sciences.
(b) Value-neutral, strictly avoiding all normative concerns.
(c) Problem-oriented, focusing on real-world societal issues.
(d) Contextual, taking into account the specific historical and social setting.
Which of the above statements are correct?
(A) (a), (c), and (d) only
(B) (a), (b), and (c) only
(C) (b) and (d) only
(D) (a) and (d) only

**44.** Who famously described policymaking in pluralist societies as the "science of muddling through"?
(A) Yehezkel Dror
(B) Harold Lasswell
(C) Herbert Simon
(D) Charles Lindblom

**45.** Consider the following scenario regarding policy design:
*A policy team is designing a new national strategy for artificial intelligence development. Their process explicitly involves rational analysis of data, brainstorming sessions to foster creativity, and discussions on the ethical values the policy should promote. Which theorist's model are they most closely following?*
(A) Yehezkel Dror's Optimal Model
(B) Charles Lindblom's Incrementalism
(C) The Process Approach
(D) Logical Positivism

**46.** Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** Yehezkel Dror was a strong critic of Lindblom's incremental model, arguing it was inadequate for addressing novel and complex societal challenges.
**Reason (R) :** Dror's proposed "optimal model" integrates rational analysis with extra-rational elements to consciously improve the quality and innovativeness of policymaking.
In the context of the two statements, which one of the following is correct?

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them to summon witnesses, examine documents, and record evidence formally. Such powers are essential for conducting thorough and credible inquiries, enabling the commissions to hold institutions accountable and provide a robust mechanism for seeking redress.

**289.** (D) Their mandate to evaluate developmental progress and recommend measures for advancement.
The proactive nature of these commissions is evident in their mandate to evaluate the ongoing developmental progress of their respective communities. Instead of merely reacting to complaints, they actively assess the impact of welfare policies and suggest strategic measures for future advancement. This forward-looking approach ensures that the commissions contribute to the long-term socio-economic upliftment and systemic improvement of marginalized populations.

**290.** (A) To ensure government accountability and uphold constitutional promises of justice.
The ultimate purpose of these statutory commissions is to ensure administrative accountability and uphold the constitutional ideals of justice and equality. By acting as independent monitors, they help bridge the gap between legal promises and actual societal conditions. Their presence within the framework of social justice serves to guarantee that the rights of the most vulnerable are protected from negligence or abuse.

**291.** (C) A severe disruption causing losses that overwhelm a community's coping capacity.
A disaster is defined as a severe disruption to the functioning of a society that causes widespread human, material, economic, or environmental losses. A critical characteristic is that these losses exceed the ability of the affected community to cope using its own resources. This definition emphasizes the overwhelming nature of the event, which necessitates external assistance and a coordinated administrative response for recovery.

**292.** (A) Their origin, with one resulting from natural processes and the other from human actions or failures.
The distinction between natural and man-made disasters is primarily based on their origin. Natural disasters arise from the Earth's natural processes, such as earthquakes, floods, and hurricanes. Conversely, man-made disasters result from human actions, errors, or technological failures, including industrial accidents and acts of terrorism. Understanding this difference is essential for developing specific mitigation strategies tailored to the cause of the event.

**293.** (D) To lay down the overarching policies, plans, and guidelines for disaster management.
The National Disaster Management Authority (NDMA) serves as the apex body responsible for establishing national policies and guidelines. Its primary role involves formulating comprehensive plans that govern how the entire country prepares for and responds to disasters. By setting these standards, the NDMA provides a uniform framework that guides the actions of state and district authorities across all phases of the disaster cycle.

**294.** (B) a hierarchical structure involving national, state, and district authorities.
Institutional arrangements for disaster management are organized into a clear hierarchical structure that connects national, state, and district-level authorities. This multi-tiered system ensures that policies set at the top are implemented effectively at the local level. Each tier has specific responsibilities, creating a coordinated network that allows for a holistic and integrated response to calamities throughout the various stages of the disaster.

NODIA

**295.** (C) coordinate the disaster management efforts within their specific district.
District Disaster Management Authorities (DDMAs) are responsible for orchestrating disaster management efforts within their specific local jurisdictions. Their role is to ensure that national and state policies are translated into effective action on the ground. By coordinating local resources, personnel, and response strategies, DDMAs manage the immediate impact

(A) It seeks to understand the meanings people attach to their experiences with policy.
(B) It challenges the idea of a single, objective reality in the context of policy impacts.
(C) It uses methods like in-depth interviews and case studies.
(D) It prioritizes quantitative data and statistical models over qualitative insights.

**24.** Match List I (Approach) with List II (Key Feature).
List I: (Approach)
P. Normative
Q. Process
R. Phenomenological
S. Logical Positivism
List II: (Key Feature)
1. Focuses on subjective, lived reality
2. Emphasizes empirical data and fact-value dichotomy
3. Concerned with the sequence of policy-making activities
4. Prescribes what policy ought to be
(A) P-1, Q-2, R-3, S-4
(B) P-4, Q-3, R-1, S-2
(C) P-2, Q-1, R-4, S-3
(D) P-4, Q-2, R-1, S-3

**25.** Consider the following scenario regarding policy analysis:
*A policy analyst is tasked with evaluating a new welfare program by conducting extensive interviews with the beneficiaries to understand how the policy has affected their daily lives and sense of dignity. Which approach is the analyst most likely using?*
(A) Logical Positivism Approach
(B) Process Approach
(C) Phenomenological Approach
(D) Normative Approach

**26.** Given below are two statements:
**Statement I :** The Process Approach views policymaking as a dynamic series of interrelated political activities, such as agenda setting and formulation.
**Statement II :** This approach is often praised for its strong theoretical basis and its ability to predict specific policy outcomes.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**27.** Which policy approach places the greatest emphasis on citizen engagement, public hearings, and deliberative forums in the policy formulation stage?
(A) The Logical Positivism Approach
(B) The Phenomenological Approach
(C) The Process Approach
(D) The Participatory Approach

**28.** Which of the following are valid criticisms of the Logical Positivism approach in public policy?
(a) It is impossible to completely separate facts from values in the policy world.
(b) It overemphasizes subjective interpretation at the expense of hard data.
(c) It can ignore the important ethical and moral dimensions of policy problems.
(d) It is too focused on prescription and what policy 'ought to be'.
Which of the above statement(s) is/are correct?
(A) (a) and (c) only
(B) (b) and (d) only
(C) (a), (b), and (c) only
(D) (b), (c), and (d) only

**29.** All of the following are central to the normative approach to public policy EXCEPT:
(A) Recommending a course of action.
(B) Making value judgments.
(C) Describing the policy process as it currently exists.
(D) Considering what the ideal policy would be.

**30.** The 'Phenomenological Approach' in policy studies is primarily concerned with:
(A) Creating universal laws of policy behavior.
(B) Analyzing cost-benefit ratios of policy alternatives.
(C) Charting the flow of activities in the policy cycle.
(D) Understanding the subjective meaning and interpretation of policy by those affected.

**31.** Arrange the following thinkers in the correct chronological order of their major contributions to policy models.
(a) Yehezkel Dror

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# CHAPTER 08
# Public Policy

**1.** Which of the following is the most accurate definition of Public Policy?
(A) The collective opinions of the public on a specific issue.
(B) Whatever governments choose to do or not to do.
(C) A political party's manifesto and promises before an election.
(D) The academic study of government administrative functions.

**2.** Given below are two statements:
**Statement I :** The scope of public policy is restricted to the formal laws and regulations enacted by the legislature.
**Statement II :** Public policy also encompasses the intentional inaction of government officials, which is a decision to not intervene.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**3.** Which of the following is considered a primary characteristic of the 'nature' of public policy?
(A) It is always non-coercive and voluntary in nature.
(B) It is formulated and implemented exclusively by non-governmental groups.
(C) It is goal-oriented and purposive action taken to solve a public problem.
(D) It is a static and unchangeable set of administrative rules.

**4.** Which statement correctly describes the importance of public policy?
(A) It serves the exclusive interests of political elites and those in power.
(B) It functions primarily as a tool for maintaining current social status quo.
(C) It has the main importance of generating and allocating state revenue.
(D) It provides a framework for social regulation and conflict resolution.

**5.** Match List I with List II regarding the evolution of policy studies.
List I: (Phase/Concept)
P. Early Public Administration
Q. Rise of Policy Sciences
R. Post-War Complexity
S. Focus on 'What Government Does'
List II: (Associated Feature)
1. Recognition of complex societal problems requiring multi-disciplinary solutions.
2. Emphasis on the formal, legal, and institutional aspects of government.
3. A shift in focus from institutional structure to the actual activities and decisions of government.
4. A deliberate intellectual movement to link knowledge with public action.
(A) P-2, Q-4, R-1, S-3
(B) P-1, Q-2, R-3, S-4
(C) P-4, Q-3, R-2, S-1
(D) P-2, Q-1, R-4, S-3

**6.** What is the most significant relationship between Public Policy and Public Administration?
(A) Public Administration is a broader field that completely subsumes Public Policy.
(B) Public Administration is largely concerned with the implementation of public policy.
(C) Public Policy and Public Administration are entirely separate fields with no interaction.
(D) Public Policy is solely concerned with the internal management of administrative agencies.

**7.** The intellectual movement for 'Policy Sciences' as a distinct, problem-oriented, and multi-disciplinary field is most prominently associated with which scholar?
(A) Charles Lindblom
(B) Woodrow Wilson

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(C) Yehezkel Dror
(D) Harold Lasswell

**8.** Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** The evolution of public policy as a discipline was accelerated by the need to address complex societal problems that traditional disciplines could not solve alone.
**Reason (R) :** The early proponents of policy sciences, like Harold Lasswell, advocated for a multi-disciplinary, problem-oriented, and normative approach.
In the context of the two statements, which one of the following is correct?
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**9.** Which of the following would NOT be considered within the scope of public policy?
(A) A law passed by the legislature on environmental protection.
(B) A judicial decision that reinterprets a fundamental right.
(C) The personal breakfast choice of a senior government official.
(D) A government's decision not to regulate a new industry.

**10.** Consider the following scenario regarding government decision-making:
*A government, after extensive deliberation, decides not to construct a controversial dam in an ecologically sensitive area despite strong lobbying from an industrial group. This decision is an example of:*
(A) A form of public policy as intentional inaction.
(B) Policy failure.
(C) A non-policy decision outside the purview of government.
(D) An administrative error.

**11.** Which of the following statements regarding the evolution of Public Policy are correct?
(a) It grew out of a dissatisfaction with the traditional, institution-focused approach of public administration.
(b) The "Policy Sciences" movement advocated for a value-free, purely technical analysis.
(c) It has consistently remained a sub-field of political science without interdisciplinary influence.
(d) The increasing complexity of modern society provided an impetus for its development.
Which of the above statements are correct?
(A) (a) and (b) only
(B) (b) and (c) only
(C) (a) and (d) only
(D) (c) and (d) only

**12.** Which statement about the relationship between public policy and public administration is incorrect?
(A) Public administration is the "action" part of government, while policy is the "decision" part.
(B) Public policy is exclusively formulated by politicians, and public administration has no influence on it.
(C) The two are distinct but closely interrelated, forming a continuous cycle.
(D) Administrators can influence policy formulation through their expertise and experience.

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**13.** What does the 'Process Approach' to public policy primarily focus on?
(A) The substantive content and impact of policies.
(B) The philosophical and normative justification for policies.
(C) The political activities and sequence of events in policymaking.
(D) The subjective experiences of individuals affected by policy.

**14.** Given below are two statements:
**Statement I :** Logical Positivism as an approach to policy emphasizes the use of objective, empirical, and verifiable evidence.
**Statement II :** It actively incorporates subjective values and normative judgments as valid data for policy analysis.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.

(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**15.** Arrange the typical stages of the policy process in the correct chronological sequence.
(a) Policy Formulation
(b) Agenda Setting
(c) Policy Implementation
(d) Policy Evaluation
(A) a, b, c, d
(B) b, a, c, d
(C) d, c, a, b
(D) b, c, a, d

**16.** The phenomenological approach to public policy gives central importance to:
(A) Statistical data and quantitative analysis.
(B) The lived experiences and subjective interpretations of policy by individuals.
(C) The formal structures of government institutions.
(D) The historical evolution of policy problems.

**17.** What is the primary effect of adopting a 'participatory approach' in policy making?
(A) It speeds up the decision-making process within executive branches.
(B) It increases the legitimacy and public acceptance of a policy.
(C) It centralizes decision-making power within the upper executive.
(D) It eliminates all major conflicts and disagreements over policy goals.

**18.** Which of the following are key characteristics of the Normative Approach to public policy?
(a) It is primarily descriptive, explaining what the policy is.
(b) It is prescriptive, recommending what a policy ought to be.
(c) It involves value judgments about the goals and means of policy.
(d) It strictly avoids any discussion of ethics or values.
(e) It is concerned with finding the "best" or most desirable policy.
Which of the above statements are correct?
(A) (a), (c), and (d) only
(B) (b), (c), and (e) only
(C) (a), (d), and (e) only
(D) (b), (d), and (e) only

**19.** Which approach to public policy is most concerned with the question of "what the policy ought to be"?
(A) Process Approach
(B) Phenomenological Approach
(C) Normative Approach
(D) Logical Positivism Approach

**20.** Identify the correct pair of a policy approach and its central tenet.
(A) Logical Positivism – Focus on subjective understanding
(B) Phenomenological Approach – Emphasis on empirical verification only
(C) Normative Approach – Description of existing political realities
(D) Process Approach – Concern with a sequence of actions

**21.** Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** The Logical Positivism approach advocates for a science of public policy that is objective and free from subjective values.
**Reason (R) :** This approach holds that only empirically verifiable statements have meaning for scientific inquiry, thus excluding normative claims.
In the context of the two statements, which one of the following is correct?
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**22.** In the context of public policy, what does 'Logical Positivism' advocate for?
(A) Policy decisions based on intuition and subjective feelings.
(B) Policy analysis grounded in empirical evidence and verifiable facts.
(C) Policy formulation through public participation and consensus.
(D) Policy choices based on ethical and moral principles.

**23.** Which of the following statements about the Phenomenological Approach is incorrect?

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of disasters and lead recovery efforts tailored to the needs of the district.

**296.** (D) To formulate policy, issue warnings, coordinate large-scale response, and lead relief efforts.
The state plays a central role in disaster management by providing the essential policy framework and legal structure for response. Its responsibilities include issuing timely early warnings, coordinating large-scale evacuations, and mobilizing resources for immediate relief like food and medical aid. Furthermore, the state leads the long-term reconstruction phase, ensuring a sustained and organized effort to restore normalcy to affected regions.

**297.** (A) The capacity for last-mile connectivity and reaching remote populations.
NGOs offer a unique advantage in disaster management through their capacity for last-mile connectivity. They are often better equipped to reach remote or isolated populations that may be difficult for larger government systems to access quickly. Their grassroots presence and specialized services allow them to deliver targeted aid and support directly to those in need, complementing the broader efforts of the state.

**298.** (B) possess local knowledge and can act as immediate first responders.
Community-based organisations are critical during a disaster because they serve as the immediate first responders. Possessing deep local knowledge and strong social ties, they can mobilize action instantly before external aid arrives. Their familiarity with the local terrain and the needs of residents makes their contribution indispensable for saving lives and managing the initial chaos that follows a catastrophic event.

**299.** (B) By providing resources, logistical support, and technical expertise.
The private sector contributes to disaster management by providing vital resources and logistical support. Corporations often possess specialized technical expertise and equipment that can be used for search and rescue or rebuilding infrastructure. By collaborating with the government, the private sector enhances the overall capacity to respond to disasters, offering efficiency and innovation that support both relief and reconstruction.

**300.** (A) the synergy between the state's large-scale capacity and the grassroots approach of non-state actors.
A comprehensive and effective disaster management cycle depends on the synergy between state and non-state actors. The state provides the structured, large-scale capacity and legal framework, while non-state actors offer flexibility and a grassroots-oriented approach. This collaboration ensures that all phases, from mitigation to recovery, are addressed thoroughly, combining formal institutional power with community-level responsiveness and specialized expertise.

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(b) Harold Lasswell
(c) Charles Lindblom
(A) a, b, c
(B) c, a, b
(C) b, c, a
(D) b, a, c

**32.** Which statement accurately reflects a key idea of Harold Lasswell's contribution to policy sciences?
(A) Policy analysis should be a purely technical and value-neutral exercise.
(B) Policy sciences should be multi-disciplinary, problem-oriented, and normative.
(C) Policymaking is best understood as a process of "muddling through".
(D) The ideal policy model is one that is purely rational and optimized.

**33.** Consider the following scenario regarding municipal decision-making:
*A city government, facing a budget deficit, decides to increase parking fees by 3% rather than undertaking a comprehensive reform of its entire revenue system. This action is a classic example of which policy-making model?*
(A) Yehezkel Dror's Normative-Optimal Model
(B) Charles Lindblom's Incremental Model
(C) Harold Lasswell's Problem-Oriented Approach
(D) The Rational-Comprehensive Model

**34.** Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** Charles Lindblom's model of "muddling through" posits that policymakers typically make small, incremental changes to existing policies.
**Reason (R) :** This approach is necessary because policymakers face significant constraints in time, information, and cognitive ability to analyze all possible alternatives and their consequences.
In the context of the two statements, which one of the following is correct?
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**35.** Yehezkel Dror's "Optimal Model" of policymaking was developed as a direct critique and an alternative to:
(A) Harold Lasswell's problem-oriented approach.
(B) The rational-comprehensive model.
(C) Charles Lindblom's incremental model.
(D) The participatory model of policy making.

**36.** What is the core distinguishing feature of Yehezkel Dror's policy-making model?
(A) It rejects all forms of rationality in decision making.
(B) It combines rational analysis with extra-rational elements like intuition and creativity.
(C) It relies exclusively on past policies as a guide for the future.
(D) It argues that only elected legislators should be involved in policy design.

**37.** Which of the following elements are part of Yehezkel Dror's "Normative-Optimal" policy-making model?
(a) A strict adherence to incremental changes only.
(b) The inclusion of "extra-rational" processes such as creativity and intuition.
(c) A "meta-policy" phase, which involves making policy about how to make policy.
(d) The complete rejection of rational analysis.
(e) A strong normative component focused on improving the quality of policy.
Which of the above statement(s) is/are correct?
(A) (a), (c), and (d) only
(B) (b), (c), and (e) only
(C) (a), (b), and (d) only
(D) (c), (d), and (e) only

**38.** Given below are two statements:
**Statement I :** Harold Lasswell advocated for a policy science that was problem-oriented, multi-disciplinary, and contextual.
**Statement II :** Lasswell believed the ultimate goal of policy science was to uphold democratic values and human dignity.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

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environment that allows women and children to flourish. By eliminating exploitation and discrimination, the administration seeks to empower individuals to reach their full potential. This involves not only basic survival but also the active promotion of their rights to development, participation, and a dignified life.

**281.** (A) Financial insecurity, health problems, and social isolation.
Welfare policies for the elderly are specifically designed to address the interconnected challenges of financial insecurity, declining health, and increasing social isolation. These programmes provide pension schemes to ensure economic stability and dedicated healthcare facilities for age-related needs. Furthermore, the promotion of community centers and old age homes helps foster active aging, ensuring that senior citizens live with dignity and support.

**282.** (B) a charity-based model to a rights-based model.
The administrative approach toward the differently-abled has undergone a fundamental transformation, moving away from a traditional charity-based perspective. Modern policies now follow a rights-based model that emphasizes empowerment, inclusivity, and equal opportunity. This shift recognizes individuals as rights-holders entitled to full participation in society, rather than mere recipients of aid, leading to more comprehensive and dignity-focused welfare interventions.

**283.** (B) The creation of barrier-free environments and reservations in employment.
To promote inclusivity, the administration implements specific measures such as creating barrier-free public spaces and providing reservations in education and employment for the differently-abled. Additionally, the provision of assistive devices and specialized skill development programmes helps enhance their economic independence. These initiatives are designed to remove physical and social obstacles, enabling Divyang persons to participate fully and equally in societal activities.

**284.** (A) A national policy on older persons and related legislative acts.
The framework for the welfare of the aged is built around a national policy on older persons and specific legislative acts. These laws often mandate the maintenance and care of parents and senior citizens by their families and the state. This legal foundation ensures that elderly welfare is a formalized obligation, providing a structured approach to addressing the needs of the aging population.

**285.** (C) To ensure their active participation, integration, and dignity in society.
The guiding administrative principle for both the aged and the differently-abled is to ensure their active participation and integration into mainstream society. Beyond providing protection and basic care, the administration strives to uphold the dignity and rights of these individuals. By fostering an inclusive environment, the goal is to allow them to contribute meaningfully to their communities while living fulfilling lives.

**286.** (D) To act as statutory watchdogs protecting the rights of specific vulnerable groups.
The primary purpose of commissions like the NCW, NCSC, and NCST is to serve as statutory watchdogs for vulnerable populations. They are tasked with protecting the constitutional rights and legal safeguards granted to women, minorities, and marginalized castes and tribes. By monitoring the implementation of laws and investigating violations, these commissions ensure that the state fulfills its promise of justice for all.

**287.** (C) a combination of investigation, monitoring, advising, and recommending remedial measures.
These commissions perform multifaceted roles that go beyond a single task, incorporating investigation, monitoring, and advisory functions. They evaluate the safeguards provided under the law, inquire into specific complaints of rights violations, and participate in socio-economic planning processes. Additionally, they provide the government with expert recommendations for remedial measures, ensuring that administrative and legal protections for marginalized groups are effectively implemented.

**288.** (B) civil court.
During the process of investigating complaints regarding rights violations, these statutory commissions are granted the specific powers of a civil court. This quasi-judicial authority allows

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(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**47.** Identify the correct pairing of a theorist and their characteristic view on policy making.
(A) Lasswell – Policy science should solve social problems and promote dignity.
(B) Lindblom – Policy making should always follow a comprehensive, rational path.
(C) Dror – Incremental changes are consistently viewed as the superior approach.
(D) Positivists – Subjective values are the most essential data for policy analysis.

**48.** Yehezkel Dror's "Normative-Optimal Model" includes several stages. According to his framework, all the following are distinct phases EXCEPT:
(A) Non-policymaking phase
(B) Meta-policymaking phase
(C) Policymaking phase
(D) Post-policymaking phase

**49.** Given below are two statements regarding Charles Lindblom's model:
**Statement I :** Lindblom argues that incrementalism is not only a descriptive reality of how policy is made but also a normatively desirable approach in a democratic society.
**Statement II :** The incremental approach is seen as politically feasible and helps maintain social stability by avoiding drastic changes.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**50.** Which of the following are features of Charles Lindblom's model of disjointed incrementalism?
(a) Analysis is limited and non-comprehensive.
(b) Means and ends are often intertwined and not distinct.
(c) The test of a good policy is that it is agreed upon.
(d) It is a radical departure from past policies.
(e) It requires a complete re-evaluation of all alternatives.
Which of the above statements are correct?
(A) (d) and (e) only
(B) (a), (b), and (c) only
(C) (a), (d), and (e) only
(D) (b), (c), and (d) only

**51.** In Harold Lasswell's framework, what does 'problem orientation' for policy sciences imply?
(A) Focusing only on theoretical and abstract issues.
(B) Limiting the scope of study to problems within government bureaucracy.
(C) Directing inquiry towards solving real and significant social problems.
(D) Ignoring the normative aspects of policy issues.

**52.** Which institution of policy making is primarily responsible for giving formal sanction and legal authority to public policies through the enactment of laws?
(A) The Judiciary
(B) The Executive
(C) The Media
(D) The Legislature

**53.** Match List I (Institution) with List II (Primary policy-making function).
List I: (Institution)
P. Legislature
Q. Executive
R. Judiciary
List II: (Primary Function)
1. Interpretation of laws and judicial review
2. Implementation and initiation of policies
3. Enactment and legitimation of policies
(A) P-1, Q-2, R-3
(B) P-3, Q-1, R-2
(C) P-2, Q-3, R-1
(D) P-3, Q-2, R-1

**54.** Which statement accurately describes the role of the executive in policy making?
(A) Its role is strictly limited to implementing laws passed by the legislature.
(B) It functions as a source of policy initiation, formulation, and execution.
(C) It has no role in the process until a law is formally and legally enacted.
(D) Its only significant function is to provide

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**102.** What are 'cultural constraints' on public policy?
(A) Constraints arising from a lack of government funding.
(B) Limitations on policy choices due to the prevailing values, beliefs, and traditions of a society.
(C) Constraints imposed by international treaties and agreements.
(D) The formal legal rules that govern the policy process.

**103.** Consider the following scenario regarding policy obstacles:
*A government's repeated failure to implement a uniform civil code due to strong and persistent opposition from various religious and community groups is a clear example of which type of policy constraint?*
(A) Socio-economic constraint
(B) Institutional constraint
(C) Cultural constraint
(D) Political constraint

**104.** Given below are two statements regarding pressure groups:
**Statement I :** Pressure groups are diverse and represent a wide array of interests, not just those of marginalized sections.
**Statement II :** Their primary method of influencing policy is through activities like lobbying, advocacy, and public campaigns, not by directly contesting elections to form a government.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**105.** Arrange the following stages in the policy process in the correct chronological order of occurrence.
(a) Policy Evaluation
(b) Policy Legitimation (Adoption)
(c) Policy Implementation
(d) Policy Formulation
(A) d, c, b, a
(B) d, b, c, a
(C) b, d, c, a
(D) c, d, b, a

**106.** Which statement regarding the role of media in policy making is incorrect?
(A) The media's coverage is always a perfectly neutral and objective reflection of reality.
(B) The media can act as a "watchdog" by scrutinizing government actions.
(C) By focusing on certain issues, the media helps to set the public and policy agenda.
(D) The way the media "frames" an issue can influence public perception and support for a policy.

**107.** The most significant difference between a pressure group and a political party is that pressure groups typically:
(A) Are not interested in public policy.
(B) Represent a much broader range of interests than parties.
(C) Are funded exclusively by the government.
(D) Do not seek to win elections and control the government directly.

**108.** Which of the following can be considered roles of Civil Society in the policy-making process?
(a) Articulating the needs and interests of different social groups.
(b) Mobilizing public support for or against a policy.
(c) Monitoring the implementation and impact of government policies.
(d) Providing alternative expertise and policy proposals.
(e) Acting as a formal branch of government with veto power.
Which of the above statements are correct?
(A) (a), (b), (c), and (d) only
(B) (e) only
(C) (a), (c), and (e) only
(D) (b), (d), and (e) only

**109.** The set of formal and informal norms, values, and established beliefs within a society that can limit or shape the acceptability of certain policy choices is known as:
(A) Political constraints
(B) Institutional constraints
(C) Cultural constraints
(D) Socio-economic constraints

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**63.** Identify the correct pair between the type of analysis and its primary question.
(A) Descriptive Analysis – What are the causes and consequences of this policy?
(B) Prescriptive Analysis – What has been the impact of this policy?
(C) Prospective Analysis – What should we do about this problem?
(D) Retrospective Analysis – What will be the likely future effects of this proposed policy?

**64.** Consider the following scenario regarding policy research:
*A study that meticulously examines the historical reasons for the adoption of a national health insurance policy and analyzes its effects over the past two decades would be best described as:*
(A) Retrospective analysis
(B) Prospective analysis
(C) Prescriptive analysis
(D) Phenomenological analysis

**65.** Which of the following statements accurately describe 'Prescriptive' policy analysis?
(a) It is solely focused on explaining why a policy decision was made.
(b) It is synonymous with descriptive analysis.
(c) It recommends a specific course of action to solve a problem.
(d) It is forward-looking and action-oriented.
(e) It is heavily based on value judgments about what is "best".
Which of the above statements are correct?
(A) (a), (b), and (c) only
(B) (c), (d), and (e) only
(C) (a) and (e) only
(D) (b) and (d) only

**66.** What is the primary difference between 'Prescriptive' and 'Descriptive' policy analysis?
(A) Prescriptive analysis recommends what to do, while descriptive analysis explains what happened or why.
(B) Prescriptive analysis is about the past, while descriptive analysis is about the future.
(C) Prescriptive analysis uses quantitative data, while descriptive analysis uses qualitative data.
(D) There is no difference; the terms are interchangeable.

**67.** Consider the following scenario regarding financial modeling:
*An analyst in the Ministry of Finance is preparing a report that models the potential impacts of a newly proposed Goods and Services Tax on inflation and economic growth over the next five years. This analyst is conducting:*
(A) Retrospective analysis
(B) Implementation analysis
(C) Prospective analysis
(D) Normative analysis

**68.** Match List I (Type of Analysis) with List II (Core Purpose).
List I: (Type of Analysis)
P. Descriptive
Q. Prescriptive
R. Retrospective
S. Prospective
List II: (Core Purpose)
1. To recommend a future course of action.
2. To explain the causes and consequences of a policy.
3. To analyze a policy's effects after it has been implemented.
4. To forecast the future consequences of a proposed policy.
(A) P-2, Q-1, R-3, S-4
(B) P-1, Q-2, R-4, S-3
(C) P-3, Q-4, R-1, S-2
(D) P-2, Q-3, R-4, S-1

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**69.** Given below are two statements:
**Statement I :** Retrospective policy analysis, also known as ex-post analysis, focuses on policies that have already been implemented to understand their effects.
**Statement II :** Prospective policy analysis, also known as ex-ante analysis, is concerned with predicting the future consequences of policies that are under consideration.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**70.** The stage of the policy process that involves a systematic assessment of the extent to which a policy has achieved its intended goals is called:
(A) Policy Formulation

by the legislature.
(d) It is responsible for the day-to-day implementation of policies.
Which of the above statements are correct?
(A) (a), (b), and (d) only
(B) (c) only
(C) (a) and (c) only
(D) (b), (c), and (d) only

**118.** The analysis of a policy with a focus on its consequences, both intended and unintended, after it has been put into effect is known as:
(A) Prospective analysis
(B) Retrospective analysis
(C) Prescriptive analysis
(D) Descriptive modeling

**119.** Consider the following scenario regarding policy results:
*A new education policy is enacted to improve national literacy rates. The policy's 'output' is the construction of 1,000 new schools and the hiring of 5,000 teachers. The policy's 'outcome' would be:*
(A) The total budget spent on the policy.
(B) The number of schools constructed.
(C) An actual, measurable increase in the national literacy rate.
(D) The law passed by the legislature.

**120.** 'Policy implementation' is best defined as:
(A) The conversion of policy plans and intentions into actual action.
(B) The process of choosing the best policy alternative.
(C) The assessment of a policy's impact.
(D) The initial identification of a public problem.

**121.** Which of the following statements about policy evaluation are correct?
(a) It serves to determine the worth and effectiveness of a policy.
(b) It is always conducted by external, independent agencies.
(c) It can provide valuable feedback for improving or terminating a policy.
(d) The findings of an evaluation are always immediately and fully accepted by policymakers.
(e) It compares policy goals with policy outcomes.
Which of the above statements are correct?
(A) (a), (c), and (e) only
(B) (b), (d), and (e) only
(C) (a), (b), and (d) only
(D) All of the above

**122.** What is the primary purpose of Harold Lasswell's framework for policy analysis, which includes concepts like problem orientation, social process, and decision functions?
(A) To provide a systematic map for understanding and improving the policy process.
(B) To argue that all policy making is and should remain fundamentally incremental.
(C) To advocate for a purely quantitative and value-free approach to policy science.
(D) To limit the study of policy to the formal-legal structures of the government.

**123.** Which of the following is an incorrect statement about Yehezkel Dror's policy-making model?
(A) It is a critique of the limitations of incrementalism.
(B) It incorporates both rational and extra-rational elements.
(C) It includes the concept of "meta-policy," or policy about the policy-making process itself.
(D) It is purely descriptive and offers no suggestions for improving policy making.

**124.** Match List I (Concept) with List II (Meaning).
List I: (Concept)
P. Retrospective
Q. Prescriptive
R. Empirical
S. Normative
List II: (Meaning)
1. Recommending what ought to be done.
2. Concerned with what should be the valued goals.
3. Looking backward at past policy.
4. Based on verifiable evidence and facts.
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-1, R-4, S-2
(C) P-4, Q-3, R-2, S-1
(D) P-3, Q-4, R-1, S-2

**125.** Given below are two statements regarding non-state actors:

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**79.** Which statement correctly describes the function of 'policy outcomes'?
(A) They represent the real-world effects and societal changes resulting from a policy.
(B) They are the formal laws and regulations passed by the legislature.
(C) They are the specific actions taken by agencies to carry out a policy.
(D) They are the budget and personnel allocated to a policy program.

**80.** Given below are two statements regarding policy analysis:
**Statement I :** Empirical policy analysis seeks to explain the causes and consequences of policy choices based on evidence.
**Statement II :** Normative policy analysis is primarily concerned with recommending what actions should be taken to solve a problem.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**81.** Arrange the following policy process activities in their most logical chronological sequence.
(a) Policy Implementation
(b) Policy Evaluation
(c) Agenda Setting
(d) Policy Formulation
(A) c, d, a, b
(B) a, c, d, b
(C) d, a, c, b
(D) c, a, d, b

**82.** The 'scope' of public policy refers to:
(A) The wide range of issues and problems over which governments can and do take action.
(B) The specific budget allocated for a single government program.
(C) The geographical area where a policy is implemented.
(D) The timeline for the completion of a policy project.

**83.** Consider the following scenario regarding program review:
*A government think tank is commissioned to conduct a detailed study to understand why a large-scale poverty alleviation program launched ten years ago failed to achieve its targets. This is an example of:*
(A) Prospective analysis
(B) Prescriptive analysis
(C) Retrospective evaluation
(D) Agenda setting

**84.** Match List I (Concept) with List II (Definition).
List I: (Concept)
P. Policy Output
Q. Policy Outcome
R. Policy Implementation
S. Policy Evaluation
List II: (Definition)
1. The assessment of a policy's effectiveness and impact.
2. The societal consequences or real-world effects of a policy.
3. The tangible actions or things done by a government agency.
4. The process of carrying out or executing a policy.
(A) P-1, Q-2, R-3, S-4
(B) P-4, Q-1, R-2, S-3
(C) P-3, Q-2, R-4, S-1
(D) P-2, Q-3, R-1, S-4

**85.** The evolution of the Policy Sciences movement was influenced by all of the following factors EXCEPT:
(A) A desire to make social science knowledge more relevant to real-world problems.
(B) The increasing complexity of post-industrial societies.
(C) A normative concern for upholding democratic values.
(D) A commitment to a single-discipline, purely theoretical approach.

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**86.** Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** The judiciary, particularly the higher courts, can be considered an important policy-making institution.
**Reason (R) :** Through the power of judicial review and the interpretation of statutes and constitutions, courts can significantly shape, alter, or even nullify public policy.
In the context of the two statements, which one of the following is correct?

(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**87.** Which statement best describes the 'Participatory Approach' to public policy?
(A) An approach where policy decisions are made exclusively by technical experts.
(B) An approach that relies solely on historical precedents for formulation.
(C) An approach that focuses purely on quantitative cost-benefit analysis.
(D) An approach that emphasizes the active involvement of citizens and stakeholders in the policy process.

**88.** Which of the following are key components of the 'Process Approach' to studying public policy?
(a) Identifying the key actors involved in decision-making.
(b) Examining the sequence of activities from agenda setting to evaluation.
(c) Recommending the ethically best policy option.
(d) Understanding policymaking as a political activity.
Which of the above statements are correct?
(A) (a), (b), and (d) only
(B) (a) and (c) only
(C) (c) and (d) only
(D) (b), (c), and (d) only

**89.** Who among the following is a strong advocate for a 'Normative-Optimal' model of policymaking that seeks to improve decision-making by blending rationality with extra-rational elements?
(A) Charles Lindblom
(B) Harold Lasswell
(C) Yehezkel Dror
(D) Thomas Dye

**90.** Charles Lindblom's concept of 'muddling through' is also widely known as:
(A) Disjointed Incrementalism
(B) Rational-Comprehensive model
(C) Optimal policy-making
(D) Phenomenological inquiry

**91.** Which statement about Harold Lasswell's contribution to policy sciences is incorrect?
(A) He advocated for a multi-disciplinary approach.
(B) He emphasized a problem-solving orientation.
(C) He believed policy sciences should serve democratic values.
(D) He insisted that policy science must be strictly value-free and descriptive.

**92.** Which of the following are considered the primary categories of constraints on public policy?
(a) Socio-economic
(b) Political
(c) Institutional
(d) Technological
(e) Cultural
Which of the above statement(s) is/are correct?
(A) (a), (b), (d), and (e) only
(B) (b), (c), and (d) only
(C) (a), (b), (c), and (e) only
(D) (a), (c), and (d) only

**93.** What is the most significant role of the media in the policy-making process?
(A) Shaping the public agenda by highlighting certain issues and influencing public opinion.
(B) Directly implementing government programs.
(C) Officially vetoing legislation passed by the parliament.
(D) Providing financial resources for policy initiatives.

**94.** Given below are two statements:
**Statement I :** In a democratic system, public opinion often acts as a significant constraint and influence on the choices made by policymakers.
**Statement II :** Policymakers in a democracy can consistently ignore public opinion on major issues without facing any negative political consequences.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.

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(D) Statement I is false, but Statement II is true.

**95.** What is meant by 'socio-economic constraints' on public policy?
(A) Limitations imposed by the state of the economy, social structure, and income distribution.
(B) The formal structures and rules of the government.
(C) The prevailing political ideology of the ruling party.
(D) The traditional values and beliefs held by a society.

**96.** Match List I (Type of Constraint) with List II (Appropriate Example).
List I: (Type of Constraint)
P. Socio-economic
Q. Political
R. Institutional
S. Cultural
List II: (Example)
1. A constitutional provision for the separation of powers.
2. Widespread social taboo against a certain practice.
3. A high level of national debt limiting new spending.
4. The need to maintain a coalition government.
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-1, S-2
(C) P-2, Q-1, R-4, S-3
(D) P-4, Q-3, R-2, S-1

**97.** A highly polarized political environment, characterized by deep divisions between opposing parties, often leads to what kind of policy-making outcome?
(A) Policy gridlock and incrementalism.
(B) Rapid and innovative policy solutions.
(C) Bipartisan consensus on all major issues.
(D) A decrease in the influence of pressure groups.

**98.** Which type of constraint on public policy relates to the formal rules, procedures, and structures of government, such as federalism or the separation of powers?
(A) Socio-economic constraint
(B) Cultural constraint
(C) Public opinion constraint
(D) Institutional constraint

**99.** Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** Civil society organizations can play a crucial role in shaping public policy agendas and outcomes.
**Reason (R) :** They can articulate citizen demands, provide expertise, propose alternative policy solutions, and act as watchdogs monitoring government actions.
In the context of the two statements, which one of the following is correct?
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

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**100.** Which statement accurately describes the role of pressure groups in policy making?
(A) They are neutral organizations that only provide objective data to the government.
(B) They are formal government bodies responsible for policy implementation.
(C) They aim to win elections and form the government themselves.
(D) They seek to influence government policy to favor their own specific interests or causes.

**101.** What are the various ways in which public opinion can influence public policy?
(a) By affecting the outcomes of elections, which brings policy-aligned officials to power.
(b) By creating a political environment where certain policy options become more or less feasible.
(c) By directly vetoing laws passed by the legislature.
(d) By expressing views through polls, protests, and communication to representatives.
Which of the above statements are correct?
(A) (a), (b), and (d) only
(B) (c) and (d) only
(C) (a) and (c) only
(D) (b), (c), and (d) only

funding for approved policies.

**55.** Consider the following scenario regarding judicial action:
*When a nation's Supreme Court declares a new law passed by the legislature to be a violation of the constitution and therefore void, it is performing which policy-related function?*
(A) Policy implementation
(B) Policy formulation
(C) Policy initiation
(D) Judicial review

**56.** What are the key roles of the legislature in the policy-making process?
(a) To debate public issues and raise awareness.
(b) To enact laws that provide the formal basis for policy.
(c) To oversee the implementation of policies by the executive.
(d) To directly manage and administer government programs at the ground level.
Which of the above statement(s) is/are correct?
(A) (a), (b), and (c) only
(B) (a) and (d) only
(C) (b), (c), and (d) only
(D) (a), (b), (c), and (d)

**57.** The judiciary influences public policy through all of the following means EXCEPT:
(A) Interpreting the meaning of laws.
(B) Striking down laws as unconstitutional.
(C) Ruling on the actions of executive agencies.
(D) Initiating and drafting new legislation.

**58.** Given below are two statements regarding policy institutions:
**Statement I :** The executive branch, including its vast bureaucracy, is often a dominant force in both the formulation and implementation of public policy.
**Statement II :** The legislature's role in policy ends completely once a bill is passed into law, and it has no oversight function.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**59.** Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** In modern states, the executive branch has increasingly become the primary institution for policy making.
**Reason (R) :** The growing complexity and technical nature of policy problems require the specialized expertise and large-scale administrative capacity that are concentrated within the executive.
In the context of the two statements, which one of the following is correct?
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**60.** What is 'Empirical' policy analysis?
(A) Analysis that recommends what should be done regarding a public problem.
(B) Analysis that explores the philosophical and ethical foundations of choices.
(C) Analysis based on subjective feelings and anecdotal personal experiences.
(D) Analysis that uses evidence to explain policy causes and predict effects.

**61.** Which type of policy analysis is primarily concerned with "what a policy ought to be" and involves making value judgments about goals and alternatives?
(A) Empirical analysis
(B) Normative analysis
(C) Descriptive analysis
(D) Retrospective analysis

**62.** Arrange the following types of policy analysis and evaluation in a sequence based on their temporal focus, from past-oriented to future-oriented.
(a) Prospective Analysis
(b) Retrospective Analysis
(c) Concurrent Evaluation
(d) Policy Forecasting
(A) a, b, c, d
(B) b, c, a, d
(C) d, a, c, b
(D) b, a, d, c

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**110.** How can strong institutional constraints, such as a rigid constitution or a complex federal system, affect policy making?
(A) They can slow down policy change and create multiple 'veto points'.
(B) They always accelerate the policy-making process.
(C) They eliminate the role of public opinion in the policy process.
(D) They ensure that all policies are radical and innovative.

**111.** Match List I (Actor) with List II (Primary role in policy making).
List I: (Actor)
P. Media
Q. Pressure Group
R. Civil Society
S. Public Opinion
List II: (Primary Role)
1. Aggregates and articulates specific interests to influence decisions.
2. Acts as a broad constraint and source of legitimacy for policy.
3. Sets the agenda and frames policy issues for the public.
4. Engages in advocacy, monitoring, and representing broader citizen interests.
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-1, R-4, S-2
(C) P-2, Q-3, R-1, S-4
(D) P-4, Q-1, R-2, S-3

**112.** All of the following are examples of socio-economic constraints on public policy EXCEPT:
(A) The level of national poverty and inequality.
(B) The structure of the legislative committee system.
(C) The state of the national economy (recession or growth).
(D) The availability of a skilled workforce.

**113.** The concept of 'Public Opinion' in the context of policy making refers to:
(A) The collective attitudes or beliefs of a population on a significant public issue.
(B) The official written policy of the government.
(C) The expert opinion of a panel of academics.
(D) The legal judgments issued by the Supreme Court.

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**114.** Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** The 'Process Approach' to policy analysis is often criticized for being atheoretical and overly descriptive.
**Reason (R) :** It focuses on detailing the 'who' and 'how' of policymaking through its various stages, rather than on developing a predictive theory about the content of policy outcomes.
In the context of the two statements, which one of the following is correct?
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**115.** Given below are two statements regarding policy approaches:
**Statement I :** The Logical Positivism approach insists that policy science should be value-neutral and focus only on objective facts.
**Statement II :** The Phenomenological approach, in contrast, argues that understanding the subjective realities and meanings held by individuals is crucial for a complete policy analysis.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**116.** Identify the correct pairing of a policy model and its key proponent.
(A) Incremental Model - Yehezkel Dror
(B) Policy Sciences Movement - Charles Lindblom
(C) Normative-Optimal Model - Harold Lasswell
(D) "Muddling Through" - Charles Lindblom

**117.** Which of the following are characteristics of the executive as a policy-making institution?
(a) It is often the primary initiator of new policy proposals.
(b) It possesses vast technical expertise within its bureaucracy.
(c) Its sole function is to ratify decisions made

(B) Policy Evaluation
(C) Policy Implementation
(D) Agenda Setting

**71.** Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** Policy implementation is a crucial stage that is often highly complex and fraught with political challenges.
**Reason (R) :** Once a policy is legislated, its implementation is a purely technical and non-political administrative task that proceeds automatically.
In the context of the two statements, which one of the following is correct?
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**72.** Which of the following is an incorrect statement about policy evaluation?
(A) It assesses the effectiveness and efficiency of a policy or program.
(B) It can help in deciding whether to continue, modify, or terminate a policy.
(C) It is a purely objective and technical exercise free from political influence.
(D) It provides feedback for future policy-making cycles.

**73.** What is the essential distinction between 'policy outcomes' and 'policy outputs'?
(A) Outputs are policy goals, while outcomes are the various resources used.
(B) Outputs and outcomes are used as synonymous terms for general results.
(C) Outputs are long-term effects, while outcomes are short-term actions.
(D) Outputs are tangible government actions; outcomes are societal impacts.

**74.** What are some common challenges encountered during the policy implementation stage?
(a) Lack of clear policy objectives and standards.
(b) Insufficient resources, such as funding and trained personnel.
(c) Communication failures between different levels of government.
(d) Complete absence of political debate.
Which of the above statement(s) is/are correct?
(A) (d) only
(B) (a) and (b) only
(C) (a), (b), and (c) only
(D) (c) and (d) only

**75.** A lack of clear and specific objectives in a policy document is most likely to cause what problem during the implementation phase?
(A) Difficulty in securing the necessary budget for the policy.
(B) Ambiguity for implementers on what actions to take and how to measure success.
(C) Excessive judicial intervention in the policy.
(D) Rapid and uncritical public acceptance of the policy.

**76.** Which policy theorist emphasized the importance of a 'meta-policy' stage, which deals with establishing the strategy, values, and process for how policy-making itself should be conducted?
(A) Charles Lindblom
(B) Harold Lasswell
(C) Yehezkel Dror
(D) Robert Dahl

**77.** The most fundamental purpose of policy evaluation is to:
(A) Justify the budget allocated to a program.
(B) Assign blame for policy failures.
(C) Create jobs for policy analysts.
(D) Determine the value or worth of a policy or program.

**78.** Which of the following are considered key institutions of policy making within a democratic state?
(a) The Legislature
(b) The Executive
(c) The Judiciary
(d) International Corporations
(e) Foreign Governments
Which of the above statement(s) is/are correct?
(A) (a), (b), and (c) only
(B) (a), (d), and (e) only
(C) (c), (d), and (e) only
(D) (a) and (b) only

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**Statement I :** Civil society organizations, in their role as watchdogs, can sometimes have an adversarial relationship with the state.
**Statement II :** Pressure groups often use lobbying as a key tactic to communicate their interests directly to policymakers.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**126.** A government's annual budget, which outlines public expenditure and revenue collection for the upcoming year, is a classic and powerful example of a:
(A) Symbolic policy statement.
(B) Judicial policy decision.
(C) Non-existent policy.
(D) Distributive and redistributive policy statement.

**127.** Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** Charles Lindblom defended his incremental model not just as a description of reality, but as a practical and sensible approach to policymaking in complex societies.
**Reason (R) :** Incrementalism minimizes the risk of catastrophic policy failure by focusing on small, marginal changes whose effects are more easily understood and corrected if necessary.
In the context of the two statements, which one of the following is correct?
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**128.** The scope of Public Policy includes a wide range of governmental activities. Which of the following falls outside this scope?
(A) Decisions about foreign relations and defense.
(B) The internal governance rules of a private corporation.
(C) Regulations concerning environmental quality.
(D) The provision of social services like healthcare and education.

**129.** The 'Normative Approach' to public policy is primarily concerned with:
(A) Describing the sequence of events in the policy cycle.
(B) Identifying the values and ethical principles that should guide policy choices.
(C) Measuring the subjective experiences of citizens affected by a policy.
(D) Analyzing policy based only on empirically verifiable data.

**130.** Which of the following are considered 'political' constraints on public policy?
(a) The level of GDP growth in the country.
(b) The need to maintain support from a coalition partner in government.
(c) The ideological position of the ruling party.
(d) The timing of the next election cycle.
Which of the above statements are correct?
(A) (a) and (b) only
(B) (a), (c), and (d) only
(C) (b), (c), and (d) only
(D) (a) and (d) only

**131.** Which statement accurately reflects the relationship between policy sciences and public policy?
(A) Policy sciences is the practice; public policy is the study of that practice.
(B) The two terms are identical and can be used interchangeably in most contexts.
(C) Public policy is a subfield of policy sciences that deals with economic issues.
(D) Policy sciences is an academic field used to improve policy and outcomes.

**132.** A lack of 'political will' on the part of the ruling government to tackle a difficult but important issue is a significant political constraint that can directly lead to:
(A) The immediate and successful implementation of a bold new policy.
(B) An increase in the financial resources available to the government.
(C) Policy inaction or the maintenance of an unsatisfactory status quo.
(D) A reduction in cultural constraints.

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(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**203.** Which statement correctly describes a key feature of Dror's "Normative-Optimal Model" of policymaking?
(A) It argues for making policy based only on past precedents.
(B) It rejects the idea of value judgments in policymaking.
(C) It is a descriptive model of how policy is actually made in bureaucracies.
(D) It advocates for a blend of rational analysis and extra-rational elements like intuition.

**204.** Consider the following scenario regarding infrastructure projects:
*A parliamentary committee holding public hearings to question ministers and senior officials about the expenditure and results of a major national infrastructure project is an example of the legislature's:*
(A) Law-making function.
(B) Oversight function.
(C) Judicial function.
(D) Agenda-setting function.

**205.** 'Prospective' policy analysis is primarily concerned with:
(A) Evaluating policies that were completed in the past.
(B) Describing the current state of a public problem.
(C) Forecasting the likely consequences of policy alternatives not yet implemented.
(D) Understanding the subjective experiences of policy targets.

**206.** A country's high rate of inflation, its gross domestic product (GDP), and the level of unemployment are all critical factors that serve as which type of constraint on public policy?
(A) Political constraints
(B) Institutional constraints
(C) Cultural constraints
(D) Socio-economic constraints

**207.** The primary distinction between a civil society organization (like a human rights NGO) and a pressure group (like a trade association) is often one of:
(A) Scope, with civil society often advocating for broader public interests versus the specific interests of pressure groups.
(B) Legality, as pressure groups are illegal.
(C) Method, as only pressure groups interact with government.
(D) Funding, as civil society is always state-funded.

**208.** Which statement about the policy process is incorrect?
(A) It is a political process involving conflict and compromise among various actors.
(B) It is a neat, linear process where one stage is completed before the next begins.
(C) The stages of the policy process are conceptually distinct but often overlap in reality.
(D) Feedback from evaluation can influence future agenda setting and formulation.

**209.** Consider the following scenario regarding healthcare reform:
*A policymaker who states, "Let's not attempt a radical and untested new healthcare system; let's just increase the existing insurance subsidy by 2% and observe the effect," is reflecting the logic of:*
(A) Dror's Optimal Model
(B) Lindblom's Incrementalism
(C) Lasswell's Problem Orientation
(D) The Rational-Comprehensive Model

**210.** Given below are two statements regarding judicial policy:
**Statement I :** The judiciary creates policy 'ex nihilo', meaning it can invent new laws out of nothing, without any existing legal text.
**Statement II :** Judicial policy making primarily occurs through the act of interpreting existing constitutions, statutes, and precedents, which can shape their application and meaning.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**211.** The stage in the policy process where a proposed policy is formally approved and given legal force

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**141.** What are the key elements of a comprehensive policy evaluation?
(a) A clear statement of the policy's original goals.
(b) A comparison of the intended goals with the actual outcomes.
(c) An analysis of the policy's costs and benefits.
(d) A complete disregard for any unintended consequences.
Which of the above statement(s) is/are correct?
(A) (a) and (d) only
(B) (b) and (c) only
(C) (a), (b), and (c) only
(D) (d) only

**142.** Constraints on public policy can be categorized into various types. Which of the following is NOT one of the main categories of policy constraints?
(A) Socio-economic
(B) Political
(C) Institutional
(D) Astronomical

**143.** A 'Pressure Group' is best defined as an organized group that:
(A) Tries to influence public policy in favor of a specific cause or interest without seeking public office.
(B) Seeks to win elections and form the government.
(C) Adjudicates legal disputes between citizens and the state.
(D) Is an official part of the government bureaucracy responsible for implementation.

**144.** Given below are two statements regarding the media:
**Statement I :** The media can play a significant agenda-setting role by deciding which issues receive prominent coverage, thereby influencing what the public and policymakers consider important.
**Statement II :** The media's portrayal of policy issues is always completely objective, factual, and free from any ideological or commercial bias.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**145.** What is the core idea of the 'Process Approach' to studying public policy?
(A) To prescribe the best possible policy for any given problem.
(B) To understand policymaking as a series of sequential and interrelated political activities.
(C) To focus exclusively on the economic costs and benefits of a policy.
(D) To analyze the subjective, lived experiences of individuals under a policy.

**146.** Consider the following scenario regarding budgetary limitations:
*A finance minister, in a public speech, states, "While a universal basic income is a noble idea, our country's current high level of public debt and low tax base make it financially impossible at this time." This statement explicitly highlights which type of constraint on public policy?*
(A) Socio-economic constraint
(B) Cultural constraint
(C) Institutional constraint
(D) Judicial constraint

**147.** What is a likely consequence of low public trust in government institutions on the policy process?
(A) Increased ease of policy implementation and higher compliance.
(B) Greater difficulty in achieving policy legitimacy and public cooperation.
(C) A decrease in media scrutiny of government actions.
(D) A reduction in the number of pressure groups.

**148.** Which of the following are key aspects of Harold Lasswell's vision for the policy sciences?
(a) It should be multi-disciplinary.
(b) It should be problem-oriented.
(c) It should be contextual.
(d) It should be purely theoretical and detached from real-world concerns.
(e) It should be normative, aiming to realize democratic values.
Which of the above statement(s) is/are correct?
(A) (d) only
(B) (a), (b), (c) and (e) only

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Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**167.** The 'Participatory Approach' to public policy emphasizes:
(A) The need for value-neutrality in analysis.
(B) The superiority of expert-led, top-down decision-making.
(C) The analysis of policy as a series of incremental changes.
(D) The importance of including citizens and stakeholders in the decision-making process.

**168.** Consider the following scenario regarding judicial interpretation:
*A judge's ruling that clarifies the ambiguous phrase "reasonable restrictions" in a freedom of speech law, thereby establishing a new standard for what the government can and cannot regulate, is an example of the judiciary's role in:*
(A) Policy formulation through interpretation.
(B) Policy initiation.
(C) Policy implementation.
(D) Agenda setting.

**169.** Yehezkel Dror's optimal model is considered 'normative' because it:
(A) Simply describes how policies are currently made.
(B) Relies only on existing facts and avoids all value judgments.
(C) Prescribes how policies ought to be made in order to improve their quality.
(D) Focuses exclusively on the historical development of policies.

**170.** Which of the following is a correct statement about policy implementation?
(A) It is a dynamic and often political process involving multiple actors and potential obstacles.
(B) It is a simple, technical process that follows automatically after a law is passed.
(C) It is the final stage of the policy cycle, after which no more activity occurs.
(D) It is the sole responsibility of the legislature.

**171.** An analysis conducted to assess the likely costs, benefits, and effects of a policy before it is implemented is called:
(A) Retrospective analysis
(B) Summative evaluation
(C) Historical analysis
(D) Prospective analysis

**172.** Given below are two statements regarding policy constraints:
**Statement I :** The level of economic development and the amount of revenue a government can raise can act as a major constraint on its policy options.
**Statement II :** This is an example of a socio-economic constraint.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**173.** The role of the media in influencing which public issues the public thinks and talks about, thereby shaping the priorities for government action, is known as:
(A) Framing
(B) Priming
(C) Agenda-setting
(D) Lobbying

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**174.** Intense lobbying and campaign contributions by powerful and well-funded pressure groups can often result in:
(A) Policies that are always in the broader public interest.
(B) A complete lack of influence on the policy process.
(C) A strengthening of the judiciary's role in policymaking.
(D) Policies that disproportionately benefit the specific interests of those groups.

**175.** Which statement correctly distinguishes between public policy and public administration?
(A) Public administration is about making laws, while public policy is about interpreting them.
(B) The two terms are synonymous and refer to the same activities.
(C) Public policy is practiced by NGOs, while

**158.** Which statement accurately describes Charles Lindblom's view on policy making?
(A) Policymakers should strive to conduct a comprehensive, rational analysis of all possible options.
(B) Policy decisions are, and should be, made through small, incremental adjustments to existing policies.
(C) Policy making must incorporate extra-rational elements like creativity to be effective.
(D) The judiciary is the most important institution in the policy-making process.

**159.** The executive branch's broad policy-making role includes all of the following EXCEPT:
(A) Having the final and absolute power of constitutional review over all laws.
(B) Initiating legislation and setting the policy agenda.
(C) Issuing executive orders and making rules.
(D) Overseeing the vast bureaucracy that implements policy.

**160.** Given below are two statements regarding descriptive policy analysis:
**Statement I :** Descriptive policy analysis seeks to explain why a particular policy was adopted and what its real-world effects were.
**Statement II :** Descriptive policy analysis is primarily focused on recommending what the government should do in the future.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**161.** The tangible, immediate results of a policy program, such as the number of kilometers of road paved or the number of individuals vaccinated, are known as policy:
(A) Outcomes
(B) Impacts
(C) Outputs
(D) Goals

**162.** A poorly designed policy with ambiguous goals and no clear performance indicators will most likely lead to what problem during the evaluation stage?
(A) A lack of clear criteria to judge the policy's success or failure.
(B) An overly positive evaluation report.
(C) A very quick and efficient evaluation process.
(D) The automatic termination of the policy.

**163.** Which of the following is the best example of an 'institutional constraint' on public policy in a federal country?
(A) A widespread public belief that taxes are too high.
(B) A downturn in the national economy.
(C) A media campaign against a proposed policy.
(D) The constitutional division of powers between the central government and state governments.

**164.** Which statement about the influence of civil society on policy is incorrect?
(A) Civil society organizations can bring grassroots perspectives into the policy debate.
(B) They can act as watchdogs to ensure government accountability.
(C) They can provide valuable expertise and data to policymakers.
(D) They are a formal part of the government with the power to enact laws.

**165.** The classic definition of politics as the study of 'who gets what, when, how' provides a fundamental framework for understanding the distributive nature of public policy and is most famously associated with:
(A) Yehezkel Dror
(B) Charles Lindblom
(C) Harold Lasswell
(D) David Easton

**166.** Given below are two statements on the evolution of Public Policy:
**Statement I :** The academic study of public policy initially grew out of the discipline of political science and its sub-field of public administration.
**Statement II :** Over time, it has evolved into a distinctly multi-disciplinary field, drawing heavily on insights from economics, sociology, law, and management.

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*A fragmented political system with multiple centers of power and numerous 'veto points' (e.g., a strong bicameral legislature, federalism, coalition government) is most likely to produce what kind of policy change?*
(A) Radical, swift, and comprehensive policy transformation.
(B) Policies dictated solely by a single, powerful executive.
(C) Incremental changes and a tendency towards policy stability or gridlock.
(D) A complete absence of pressure group activity.

**186.** The primary function of a pressure group, such as an industry association or an environmental advocacy organization, is to:
(A) Articulate and advocate for their specific interests to influence government decisions.
(B) Nominate candidates for public office.
(C) Carry out the implementation of government programs.
(D) Adjudicate legal cases related to public policy.

**187.** Which of the following is an incorrect statement about the nature of public policy?
(A) It can involve a decision to act or a decision not to act.
(B) It is a purposive and goal-oriented course of action.
(C) It is based on law and is authoritative.
(D) It is created in a political vacuum, free from the influence of values and interests.

**188.** The academic discipline that emerged in the mid-20th century to systematically and self-consciously study and improve the public policy-making process is called:
(A) Traditional Public Administration
(B) Classical Political Philosophy
(C) Policy Sciences
(D) Constitutional Law

**189.** Given below are two statements regarding the normative approach:
**Statement I :** The normative approach to policy is purely descriptive, focusing only on what the policy currently is.
**Statement II :** The normative approach is prescriptive, focusing on recommending which values and goals a policy should pursue.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

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**190.** Consider the following scenario regarding traffic planning:
*A policy analyst who bases her recommendation for a new traffic management system solely on quantitative data from traffic flow models and a cost-benefit analysis, while explicitly ignoring public anxiety and community feedback, is most closely aligned with which approach?*
(A) Phenomenological Approach
(B) Participatory Approach
(C) Normative Approach
(D) Logical Positivism

**191.** According to Harold Lasswell, a 'problem-oriented' approach means that policy science should:
(A) Be directed towards providing intelligence for solving real-world social problems.
(B) Focus on abstract theoretical constructs.
(C) Limit its study to the problems faced by administrators.
(D) Create problems for the government to solve.

**192.** Which statement accurately describes a 'cultural constraint' on public policy?
(A) It refers to the lack of funds in the government's budget.
(B) It is a barrier to a policy's acceptance or implementation due to prevailing social norms and values.
(C) It is a limitation imposed by a country's constitution.
(D) It is an obstacle created by a rival political party.

**193.** The institution of government primarily responsible for interpreting laws and determining their constitutionality in the context of specific cases is the:
(A) Judiciary
(B) Legislature
(C) Executive
(D) Civil Service

public administration is practiced by government.
(D) Public policy is about choice, while public administration is about action.

**176.** All of the following are components of the 'Process Approach' to policy studies EXCEPT:
(A) Agenda Setting
(B) Policy Formulation
(C) Normative Recommendation
(D) Policy Implementation

**177.** Who argued that policymakers, due to cognitive limits and the complexity of problems, do not follow a rational model but instead practice "disjointed incrementalism"?
(A) Yehezkel Dror
(B) Harold Lasswell
(C) Charles Lindblom
(D) Max Weber

**178.** Consider the following scenario regarding rural development:
*A government agency is conducting a detailed study of a five-year rural employment program that has just concluded. The study aims to determine if the program met its stated objectives of increasing household incomes and reducing migration to cities. This activity is a clear example of:*
(A) Retrospective policy evaluation
(B) Prospective policy analysis
(C) Agenda setting
(D) Policy formulation

**179.** 'Retrospective' policy analysis refers to the:
(A) Forecasting of future policy trends.
(B) Recommendation of ideal policy solutions.
(C) Examination of policies and their effects after they have been implemented.
(D) Involvement of citizens in policy design.

**180.** What is arguably the most fundamental constraint on any government's public policy ambitions?
(A) The prevailing public opinion.
(B) The influence of international organizations.
(C) The number of political parties in the legislature.
(D) The availability of economic and financial resources.

**181.** Given below are two statements regarding policy terminology:
**Statement I :** Policy outcomes refer to the real-world effects and societal changes that result from a government's actions.
**Statement II :** Policy outputs are the specific, tangible actions taken by government agencies in pursuance of policy goals.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**182.** Which statement about the role of the legislature in policy making is correct?
(A) The legislature plays a key role in debating, amending, and legitimizing policy by passing it into law.
(B) The legislature's only role is to rubber-stamp proposals from the executive.
(C) The legislature is primarily responsible for the day-to-day implementation of policies.
(D) The legislature has no power to oversee or scrutinize the actions of the executive.

**183.** The concept that 'extra-rational' processes, such as intuition, judgment, and creativity, are essential and should be systematically incorporated alongside rational analysis for high-quality policymaking is a key feature of whose model?
(A) Charles Lindblom's
(B) The Logical Positivists'
(C) The Process model's
(D) Yehezkel Dror's

**184.** The 'phenomenological approach' to public policy is primarily concerned with understanding:
(A) The subjective meanings and lived experiences of individuals affected by a policy.
(B) The statistical correlation between policy inputs and outputs.
(C) The formal legal framework of policy making.
(D) The most cost-effective policy alternative.

**185.** Consider the following scenario regarding governance structures:

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**133.** When the judiciary interprets a broad constitutional phrase like "right to life" in a novel way to include the "right to a clean environment," it is engaging in:
(A) Judicial policy making.
(B) Policy implementation.
(C) Executive decree.
(D) Legislative oversight.

**134.** What best describes the central focus of the phenomenological approach to public policy?
(A) To generate universally applicable causal laws about policy.
(B) To understand policy issues from the perspective of the individuals experiencing them.
(C) To conduct a cost-benefit analysis of competing policy options.
(D) To detail the formal-legal steps of the policy-making process.

**135.** Which of the following are functions of the legislature in the policy process?
(a) Representing the interests and opinions of the electorate.
(b) Formally enacting and legitimizing policies through law-making.
(c) Overseeing the executive's implementation of policies.
(d) Adjudicating constitutional disputes over policies.
(e) Directly administering all government departments.
Which of the above statement(s) is/are correct?
(A) (a), (b), and (c) only
(B) (d) and (e) only
(C) (a), (d), and (e) only
(D) (c), (d), and (e) only

**136.** Given below are two statements regarding policy analysis terminology:
**Statement I :** Prospective policy analysis is sometimes referred to as ex-post analysis because it looks to the past.
**Statement II :** Retrospective policy analysis is sometimes referred to as ex-ante analysis because it happens before implementation.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**137.** 'Prescriptive policy analysis' aims to:
(A) Provide a neutral description of a policy's history.
(B) Explain the causes of a particular policy outcome.
(C) Recommend which policy alternative should be chosen to solve a problem.
(D) Measure the subjective satisfaction of policy beneficiaries.

**138.** Match List I (Theorist) with List II (Associated model or approach).
List I: (Theorist)
P. Charles Lindblom
Q. Yehezkel Dror
R. Harold Lasswell
List II: (Model/Approach)
1. Policy Sciences as a problem-oriented, multi-disciplinary field.
2. Normative-Optimal Model with extra-rational components.
3. Incrementalism or "Muddling Through".
(A) P-1, Q-2, R-3
(B) P-3, Q-1, R-2
(C) P-3, Q-2, R-1
(D) P-2, Q-3, R-1

**139.** The idea of qualitatively improving public policymaking through a synthesis of systematic rational analysis and extra-rational inputs like creativity and intuition is central to the work of:
(A) Charles Lindblom
(B) Harold Lasswell
(C) The Phenomenologists
(D) Yehezkel Dror

**140.** Which statement about the role of the judiciary in policymaking is incorrect?
(A) Courts can influence policy by interpreting the language of statutes.
(B) The judiciary has the primary responsibility for initiating, drafting, and passing new laws.
(C) Judicial review can invalidate a policy by declaring it unconstitutional.
(D) Court decisions can set precedents that guide the future actions of administrative agencies.

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**194.** What is the main difference between empirical and normative policy analysis?
(A) Empirical analysis is about facts and explanation, while normative analysis is about values and prescription.
(B) Empirical analysis is qualitative, while normative analysis is quantitative.
(C) Empirical analysis is done by government, while normative analysis is done by academics.
(D) There is no substantive difference between them.

**195.** (B) Question 195. Given below are two statements regarding policy evaluation:
**Statement I :** Policy evaluation can be conducted both during a policy's implementation (formative evaluation) and after its completion (summative evaluation).
**Statement II :** The sole purpose of policy evaluation is to find justification for terminating programs, regardless of their performance.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**196.** The process of converting the goals and objectives of a public policy into tangible results and societal change is known as:
(A) Agenda setting
(B) Policy formulation
(C) Policy legitimation
(D) Policy implementation

**197.** Consider the following scenario regarding environmental policy:
*High levels of sustained media attention on a particular issue, such as rising air pollution, can significantly increase the likelihood of:*
(A) The issue being completely ignored by policymakers.
(B) A decrease in public concern about the issue.
(C) The issue being placed on the government's policy agenda.
(D) The immediate resolution of the issue without government action.

**198.** Which statement about the role of public opinion in a democracy is incorrect?
(A) Elected officials often consider public opinion to increase their chances of re-election.
(B) Public opinion is always well-informed, stable, and internally consistent.
(C) It can set boundaries for acceptable policy options.
(D) It can be influenced and shaped by the media and political leaders.

**199.** The model of policymaking that suggests decisions are not made rationally but through a series of "successive limited comparisons," leading to incremental change, is attributed to:
(A) Yehezkel Dror
(B) Harold Lasswell
(C) David Easton
(D) Charles Lindblom

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**200.** The ultimate and overarching goal of the policy sciences, as originally envisioned by Harold Lasswell, was to:
(A) Contribute to the realization of human dignity and democratic values.
(B) Develop a purely technical science of government management.
(C) Support the goals of the ruling elite.
(D) Prove the superiority of one political system over others.

**201.** The sum total of government action and inaction, ranging from coercive measures like taxation to symbolic gestures and deliberate decisions to not intervene, can be broadly termed:
(A) Public Administration
(B) Political Culture
(C) Public Policy
(D) Public Opinion

**202.** Given below are two statements regarding the phenomenological approach:
**Statement I :** The phenomenological approach seeks to discover objective, universal causal laws of policy that are true for all people in all situations.
**Statement II :** This approach values the subjective interpretations and meanings that different actors attach to a policy and its effects.
Which of the following is correct?

(C) (b) and (d) only
(D) (a), (d), and (e) only

**149.** Which statement accurately reflects the nature of public policy?
(A) It is solely about what governments do, not what they refrain from doing.
(B) It is always made in a perfectly rational and comprehensive manner.
(C) It is a dynamic process rather than a single, static decision.
(D) It is formulated in a political vacuum, free from external influences.

**150.** 'Policy outcomes' refer to:
(A) The formal laws and statutes enacted.
(B) The specific services delivered or actions taken by government agencies.
(C) The budget allocated for a policy.
(D) The real-world impacts and changes in society resulting from the policy.

**151.** The initial phase of the policy cycle, where certain problems are identified as worthy of government attention over others, is known as:
(A) Policy Evaluation
(B) Policy Implementation
(C) Policy Adoption
(D) Agenda Setting

**152.** Given below are two statements regarding public administration and public policy:
**Statement I :** Public administration is primarily concerned with the implementation or the "doing" aspect of government, focusing on efficiency and effectiveness in execution.
**Statement II :** Public policy is primarily concerned with the "deciding" aspect of government, focusing on the choices of what is to be done.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**153.** Which of the following best captures the importance of studying public policy?
(A) It helps to understand and improve how societies are governed and how public problems are addressed.
(B) It is important only for those who wish to become politicians.
(C) It provides a method for proving one political ideology superior to another.
(D) Its primary value is historical, with no relevance to current issues.

**154.** Which statement about Logical Positivism as a policy approach is incorrect?
(A) It emphasizes the importance of empirical and verifiable evidence.
(B) It holds that subjective beliefs and normative claims are central to scientific policy analysis.
(C) It advocates for a clear separation between factual statements and value judgments.
(D) It seeks to build a more "scientific" and objective basis for policy studies.

**155.** Consider the following scenario regarding urban planning:
*A city government passes an ordinance that requires a series of public hearings and citizen advisory board consultations before any major urban redevelopment plan can be approved. This policy is a clear application of which approach?*
(A) Logical Positivism Approach
(B) Elite Model Approach
(C) Incremental Approach
(D) Participatory Approach

**156.** In policy discourse, what is a 'normative' statement?
(A) A statement that describes a factual state of affairs.
(B) A statement that details the historical context of a policy.
(C) A statement that reports statistical data.
(D) A statement that expresses a value judgment or what ought to be.

**157.** Who is credited with advocating for a policy-making model, known as the "optimal model," that presents a 'third alternative' between the extremes of pure rationality and conservative incrementalism?
(A) Harold Lasswell
(B) Charles Lindblom
(C) Yehezkel Dror
(D) Woodrow Wilson

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by a legitimate governmental body, such as a legislature, is called:
(A) Agenda setting
(B) Policy formulation
(C) Policy legitimation or adoption
(D) Policy implementation

**212.** The approach to policy studies that emphasizes a strict separation of facts (which are seen as the domain of science) and values (which are seen as outside the scope of scientific analysis) is:
(A) The Normative Approach
(B) The Phenomenological Approach
(C) The Participatory Approach
(D) Logical Positivism

**213.** Which of the following is a correct statement about the scope of public policy?
(A) It is limited to domestic issues and excludes foreign policy.
(B) It encompasses a wide range of government activities, including regulation, distribution, and symbolic actions.
(C) It only includes actions that involve large-scale public expenditure.
(D) It is determined solely by the judiciary.

**214.** A lack of sufficient financial resources and a shortage of trained personnel in the designated government agency are common causes of:
(A) Perfect agenda setting.
(B) Failure during the policy implementation stage.
(C) Uncontroversial policy evaluation.
(D) Rapid policy formulation.

**215.** What is considered the most significant and lasting contribution of Harold Lasswell to the study of public policy?
(A) His advocacy for incremental decision-making.
(B) His argument for a value-free, purely technical science of administration.
(C) His foundational call for "policy sciences" as a distinct, multi-disciplinary, problem-oriented, and normative field.
(D) His development of the phenomenological approach.

**216.** The unforeseen or unplanned consequences of a policy, which can be positive or negative, are considered part of its overall:
(A) Outcomes or impacts
(B) Outputs
(C) Formulation
(D) Agenda

**217.** Given below are two statements regarding pressure groups:
**Statement I :** Pressure groups are an essential and accepted feature of pluralist democratic systems, representing diverse interests.
**Statement II :** The existence of pressure groups ensures that all interests in society are represented equally and have the same level of influence on policy.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**218.** Which of the following is NOT a typical policy-making role of the modern executive branch?
(A) Acting as the final arbiter of a law's constitutionality.
(B) Setting the policy agenda for the nation.
(C) Formulating detailed policy proposals and legislation.
(D) Directing the bureaucracy in the implementation of policy.

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**219.** The study of public policy that focuses on the sequence of activities and the behavior of various actors involved in these activities (e.g., agenda setting, formulation, implementation) is known as the:
(A) Process Approach
(B) Phenomenological Approach
(C) Normative Approach
(D) Logical Positivist Approach

**220.** Consider the following scenario regarding environmental monitoring:
*An international NGO publishes a detailed "shadow report" that critically analyzes a government's official report on its compliance with an international environmental treaty. This is an example of civil society performing which key function?*

*be conducted to achieve the best possible results under given circumstances, rather than just describing how it currently happens. Dror's model calls for an explicit consideration of values, the development of a wider range of alternatives, and a conscious effort to learn from feedback and improve the policymaking system itself.*

Based on the above source, attempt the following five questions.

**276.** Yehezkel Dror's "optimal model" is presented as a critique of which two concepts?
(A) The rational model and incrementalism.
(B) The process approach and logical positivism.
(C) The phenomenological approach and normative approaches.
(D) Harold Lasswell's model and the participatory approach.

**277.** Why did Dror find the incrementalist model to be inadequate?
(A) He believed it was too radical and innovative for stable societies.
(B) He found it to be too complex and demanding for policymakers.
(C) He argued that it relied too heavily on pure rationality and quantitative data.
(D) He considered it too conservative and unsuitable for guiding fundamental reforms.

**278.** A key feature of Dror's optimal model is the inclusion of:
(A) only extra-rational elements, rejecting all rational analysis.
(B) a combination of rational analysis and extra-rational elements like intuition.
(C) a strict adherence to making only small, marginal policy changes.
(D) the complete exclusion of values and qualitative insights from the process.

**279.** What is the concept of a "meta-policy" stage in Dror's model?
(A) The final stage where a policy is evaluated.
(B) The implementation phase of the policy cycle.
(C) The process of making policy about how to make policy.
(D) The initial stage of information gathering.

**280.** Dror's model is described as "normative-optimal" because it:
(A) describes how policy is typically made in practice.
(B) rejects the idea of improving the policymaking system.
(C) focuses only on the most incremental and politically feasible options.
(D) sets a standard for how policymaking ought to be conducted for best results.

**Direction :** Please read the following source carefully.

*The formal institutions of government—primarily the Legislature, Executive, and Judiciary—are the central arenas for policymaking. Each branch plays a distinct, yet often overlapping, role in the policy process. The Legislature, as the representative body, is fundamentally responsible for policy formulation and legitimation. It acts as a forum for public debate, where diverse interests are articulated and aggregated. Through the process of deliberation, debate, and voting, legislatures transform policy proposals into authoritative laws, thereby giving them legal force and public legitimacy. The Executive branch, headed by the chief executive and encompassing the vast machinery of bureaucracy, is crucial for both policy initiation and implementation. The executive often sets the policy agenda, proposing major legislation and drafting detailed regulations. Its primary constitutional role is to 'execute' or implement the laws passed by the legislature, translating broad policy mandates into concrete actions and services. The Judiciary, while not typically seen as a proactive policymaker, plays a critical reactive and interpretive role. Through judicial review, courts can shape policy by interpreting the meaning of laws, ruling on their constitutionality, and resolving disputes that arise during implementation. In doing so, the judiciary can strike down, modify, or compel action, thereby setting important precedents that constrain or guide future policy development.*

Based on the above source, attempt the following five questions.

**281.** According to the text, what is the fundamental responsibility of the Legislature in the policy process?
(A) Policy formulation and legitimation.

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(B) Situations requiring stability and consensus.
(C) Dealing with novel, complex, and rapidly changing problems that require innovation.
(D) Policymaking in highly decentralized systems.

**230.** Given below are two statements regarding the Process Approach:
**Statement I :** The Process Approach provides a simple, neat, and perfectly linear map of how a policy is always made in practice.
**Statement II :** In reality, the policy process is often messy and cyclical, with stages frequently overlapping, interacting, and repeating.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**231.** In the context of policy analysis, the term 'empirical' refers to analysis that is based on:
(A) Ethical principles and moral reasoning.
(B) Observation, experience, and verifiable evidence.
(C) Personal intuition and subjective preference.
(D) Abstract philosophical speculation.

**232.** The ability of the media to influence the standards and criteria by which the public evaluates political leaders, candidates, and their policies is known as:
(A) Priming
(B) Framing
(C) Agenda-setting
(D) Lobbying

**233.** Which of the following is NOT a primary function of the legislature in the policy process?
(A) Commanding the bureaucracy to ensure day-to-day execution of policy.
(B) Debating and amending policy proposals.
(C) Providing formal legal sanction to policies through statutes.
(D) Overseeing and scrutinizing the actions of the executive branch.

**234.** Consider the following scenario regarding policy innovation:
*When a government, facing a highly complex and unprecedented challenge like regulating artificial intelligence, sets up a high-level expert committee to study the issue deeply and recommend the best possible long-term strategy, it is moving away from simple incrementalism and towards the logic of which type of model?*
(A) The Dror-style Optimal Model
(B) The Incremental Model
(C) The Phenomenological Model
(D) The Traditional Process Model

**235.** The core argument of the phenomenological approach is that the 'reality' of a public policy's impact is:
(A) A single, objective fact that can be measured quantitatively.
(B) Determined exclusively by the intentions of the policymakers.
(C) Irrelevant to the analysis of the policy.
(D) Socially constructed and dependent on the subjective interpretations of those who experience it.

**236.** 'Policy evaluation' is the stage in the policy cycle where:
(A) A course of action is chosen from among various alternatives.
(B) The results and impacts of a policy are systematically assessed against its goals.
(C) A problem is first identified and brought to government attention.
(D) The resources are mobilized to carry out the policy.

**237.** Given below are two statements regarding cultural constraints:
**Statement I :** Cultural constraints on public policy are rooted in the deeply held, shared values, beliefs, and traditions of a society.
**Statement II :** These constraints are superficial and can be easily and quickly changed by a simple government decree or law.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**238.** What is a primary role of civil society organizations in the policy-making process?
(A) To directly exercise the coercive power of the state.

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**253.** How does the paragraph describe the relationship between public policy and public administration?
(A) Public administration is a subset of public policy.
(B) Public policy is a subset of public administration, focused solely on execution.
(C) They share a dynamic and symbiotic relationship, each informing the other.
(D) They are two completely independent fields with no significant overlap.

**254.** The evolution of public policy as a distinct field of study was necessitated by:
(A) the decline of the modern welfare state.
(B) the simplification of societal problems.
(C) the separation of policy from administrative practice.
(D) the rise of complex societal challenges and the welfare state.

**255.** The text implies that the "policy sciences" approach views policy as:
(A) a singular governmental output.
(B) an activity exclusive to the executive branch.
(C) a comprehensive process with multiple stages.
(D) a purely theoretical and academic discipline.

**Direction :** Please read the following source carefully.

*The evolution of public policy and the establishment of policy sciences mark a significant intellectual shift from traditional governance perspectives. Historically, the study of government action was embedded within political science and public administration, often focusing on institutional structures and legal frameworks. However, the mid-20th century witnessed a growing dissatisfaction with this approach, as it was deemed inadequate for solving the complex, multi-faceted problems of modern society. The emergence of policy sciences, therefore, represented a move towards a problem-oriented, multi-disciplinary, and contextual approach. It sought to integrate knowledge from various disciplines like economics, sociology, psychology, and law to develop more effective solutions. This evolution was not merely an academic exercise; it was driven by a practical need for governments to improve their decision-making capabilities. The focus shifted from merely describing what government does (the domain of traditional public administration) to analyzing and improving the process and outcomes of governmental action. Public administration, in turn, was transformed, as administrators were increasingly expected not just to implement policy but also to participate in its analysis and formulation, using sophisticated tools and techniques. This created a more integrated and analytical paradigm for public management, where policy and administration are seen as two sides of the same coin of governance.*

Based on the above source, attempt the following five questions.

**256.** The primary motivation for the evolution of policy sciences was:
(A) a desire to reinforce traditional institutional approaches.
(B) dissatisfaction with existing approaches for solving complex modern problems.
(C) an effort to separate public administration from political science.
(D) a need to focus exclusively on the legal frameworks of governance.

**257.** Which characteristic best describes the policy sciences approach as detailed in the paragraph?
(A) Singularly focused, discipline-specific, and abstract.
(B) Institution-centric, legally bound, and descriptive.
(C) Historically focused, theoretical, and non-prescriptive.
(D) Problem-oriented, multi-disciplinary, and contextual.

**258.** How did the emergence of policy sciences impact the field of public administration?
(A) It expanded the administrator's role to include policy analysis and formulation.
(B) It reduced the role of administrators to mere implementers of policy.
(C) It isolated public administration from other social science disciplines.
(D) It had no significant effect on the practices of public administration.

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(B) Policy Implementation
(C) Policy Evaluation
(D) Problem Identification

**248.** In a modern democracy, public policy is generally understood to be, at its core, an expression of:
(A) The collective will or public interest, however contested.
(B) The will of the monarch.
(C) The demands of foreign powers.
(D) The unchangeable laws of nature.

**249.** Which statement accurately describes the role of the judiciary in influencing public policy?
(A) Through interpretation and judicial review, courts can significantly alter the meaning, application, and even the existence of a policy.
(B) The judiciary's influence is limited to advising the legislature before a law is passed.
(C) The judiciary only implements policies, it never influences their content.
(D) The judiciary can only influence policy in non-democratic countries.

**250.** Given below are two statements regarding Yehezkel Dror's model:
**Statement I :** Dror's optimal model is purely rational, explicitly excluding any non-rational or subjective elements like creativity from the policymaking process.
**Statement II :** Dror was a strong proponent of 'meta-policy', which he defined as policymaking about how to improve the policymaking system itself.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**Direction :** Please read the following source carefully.

*Public policy represents the principled guide to action taken by the administrative executive branches of the state with regard to a class of issues, in a manner consistent with law and institutional customs. The nature of public policy is fundamentally goal-oriented, representing a deliberate course of action or inaction undertaken by government to address a public problem. Its scope is vast, encompassing every facet of societal life, from economic regulation and social welfare to national security and environmental protection. The importance of public policy lies in its capacity to translate political promises and societal values into tangible programs and services, thereby shaping the quality of life for citizens. The evolution of public policy as a field of study is intrinsically linked to the development of public administration. Initially seen as a mere subset of administration concerned with execution, the rise of the modern welfare state and complex societal challenges necessitated a more systematic, analytical approach. This shift led to the emergence of "policy sciences," which view policy not just as an output of government, but as a complex process involving problem identification, formulation, implementation, and evaluation, thereby establishing a dynamic and symbiotic relationship between public policy and public administration, where one informs and enables the other.*

Based on the above source, attempt the following five questions.

**251.** According to the source, what is the fundamental nature of public policy?
(A) A set of institutional customs followed by the legislature.
(B) A deliberate, goal-oriented course of action or inaction by government.
(C) A reactive measure taken only in response to legal mandates.
(D) A theoretical framework disconnected from administrative action.

**252.** The source suggests that the importance of public policy is primarily derived from its ability to:
(A) convert political intentions and societal values into concrete actions.
(B) generate political discourse and debate among citizens.
(C) expand the jurisdictional power of administrative executive branches.
(D) ensure compliance with international law and treaties.

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(A) Policy implementation
(B) Monitoring and accountability
(C) Legislative enactment
(D) Judicial review

**221.** A government's explicit and conscious decision not to enact a new law on a particular issue, thereby preserving the current state of affairs, is a form of public policy known as:
(A) Policy termination
(B) Policy inaction
(C) Policy failure
(D) Policy ignorance

**222.** According to Lindblom's logic, the "science of muddling through" or incrementalism is an effective and realistic strategy, particularly when:
(A) The problem is well-understood and there is consensus on goals.
(B) There is a need for radical, innovative transformation.
(C) Goals are ambiguous, and information is incomplete.
(D) Unlimited time and resources are available for analysis.

**223.** Which statement accurately describes a 'socio-economic' constraint on policy?
(A) The level of wealth, inequality, and economic structure in a society that limits what is feasible.
(B) A constitutional requirement for a presidential signature on a bill.
(C) A prevailing public belief against government intervention.
(D) The opposition of a key political party to a proposed bill.

**224.** Given below are two statements regarding retrospective analysis:
**Statement I :** Retrospective analysis is valuable for accountability and for learning lessons from past policy successes and failures.
**Statement II :** Its findings provide definitive and certain predictions about how a similar policy will perform in the future.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**225.** The famous framework that condenses the essence of political and policy analysis into the question "who gets what, when, and how" is attributed to:
(A) Harold Lasswell
(B) Yehezkel Dror
(C) Charles Lindblom
(D) Woodrow Wilson

**226.** The 'political' feasibility of a policy refers to:
(A) Whether the policy is affordable given the current budgetary constraints.
(B) Whether the policy is technically possible to implement and maintain.
(C) Whether the policy can garner enough support from officials and the public.
(D) Whether the policy is consistent with the society's basic cultural values.

**227.** The rise of 24-hour television news cycles and the rapid spread of information through social media has what general effect on the policy process?
(A) It slows down the process, allowing for more careful deliberation.
(B) It has eliminated the role of traditional pressure groups.
(C) It ensures that all information presented to the public is accurate and unbiased.
(D) It increases the pressure on policymakers for quick responses and can shorten decision-making timelines.

**228.** Which of the following accurately describes the relationship between policy outputs and policy outcomes?
(A) Outputs (e.g., number of police officers hired) are the means intended to produce outcomes (e.g., a lower crime rate).
(B) Outputs are the societal effects, while outcomes are the government's actions.
(C) The two terms are completely interchangeable.
(D) Outputs refer to policy failures, while outcomes refer to policy successes.

**229.** Yehezkel Dror's critique of incrementalism is primarily based on its unsuitability for:
(A) Making minor administrative adjustments.

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**259.** The source contrasts the policy sciences approach with the traditional approach by highlighting a shift from:
(A) analyzing processes to describing institutional structures.
(B) solving problems to studying historical governance.
(C) describing what government does to analyzing and improving its actions.
(D) a multi-disciplinary focus to a single-discipline focus.

**260.** According to the text, the integrated paradigm views policy and administration as:
(A) two sides of the same coin of governance.
(B) conflicting forces within government.
(C) sequential but separate stages of governance.
(D) hierarchical, with administration being superior to policy.

**Direction :** Please read the following source carefully.

*The study of public policy is enriched by a variety of analytical approaches, each offering a distinct lens through which to understand the policymaking process. The Process Approach, for instance, breaks down policymaking into a sequence of functional stages such as agenda setting, formulation, adoption, implementation, and evaluation. It provides a linear and structured way to analyze how policies are made and managed over time. In stark contrast, Logical Positivism emphasizes empirical, observable, and verifiable data as the sole basis for policy analysis, seeking to establish objective, cause-and-effect relationships and eschewing normative or value-based judgments. A direct counterpoint to this is the Phenomenological Approach, which argues that policy reality is socially constructed and subjective. It focuses on the lived experiences, interpretations, and meanings that individuals and groups attach to a policy, suggesting that understanding these subjective perspectives is crucial for a complete analysis. Bridging the gap between objective analysis and subjective experience are the Participatory and Normative Approaches. The Participatory Approach stresses the importance of involving stakeholders and the public in the policy process to enhance legitimacy and effectiveness. The Normative Approach is explicitly value-laden, focusing on what a policy ought to be, evaluating policies against ethical principles, standards of justice, and desired societal goals, rather than just describing how they are made or what their empirical effects are.*

Based on the above source, attempt the following five questions.

**261.** Which approach to public policy focuses on breaking down policymaking into a series of sequential stages?
(A) The Phenomenological Approach.
(B) The Logical Positivism Approach.
(C) The Normative Approach.
(D) The Process Approach.

**262.** A policy analyst who insists on using only quantifiable data and observable facts, while rejecting any discussion of values or ethics, is most likely adhering to which approach?
(A) Participatory Approach.
(B) Logical Positivism.
(C) Phenomenological Approach.
(D) Normative Approach.

**263.** The Phenomenological Approach is primarily concerned with:
(A) the linear sequence of policy stages.
(B) the objective, cause-and-effect relationships in policy.
(C) the subjective meanings and lived experiences related to a policy.
(D) the ethical principles and standards of justice a policy should meet.

**264.** What is a key distinction between the Normative Approach and the Logical Positivism approach?
(A) The Normative Approach is descriptive, while Logical Positivism is prescriptive.
(B) The Normative Approach focuses on process, while Logical Positivism focuses on participation.
(C) The Normative Approach is subjective, while Logical Positivism is participatory.
(D) The Normative Approach is value-laden, while Logical Positivism seeks to be value-neutral.

**265.** An analyst arguing that a new housing policy can only be successful if local community groups are involved in its design is emphasizing the principles of the:

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(B) To serve as a neutral arbiter in all legal disputes.
(C) To replace the functions of the elected legislature.
(D) To act as a voice for citizens, advocate for specific causes, and hold government accountable.

**239.** The intellectual movement that called for a multi-disciplinary, problem-oriented, and normative approach to studying public decisions, with the goal of improving the practice of democracy, was known as:
(A) The Policy Sciences movement
(B) Logical Positivism
(C) The Phenomenological school
(D) Traditional Public Administration

**240.** The fundamental difference between prescriptive and descriptive policy analysis is that prescriptive analysis is inherently:
(A) Value-laden and action-recommending.
(B) Historical.
(C) Factual and explanatory.
(D) Quantitative.

**241.** The aggregate of individual attitudes and beliefs held by the adult population on a significant matter of public concern is referred to as:
(A) Public Policy
(B) Public Opinion
(C) Public Law
(D) Public Administration

**242.** A strong, unified majority party controlling both the legislature and the executive branch generally leads to:
(A) Greater potential for decisive policy action and less political gridlock.
(B) An increase in the power of the judiciary.
(C) A guaranteed failure of all policy initiatives.
(D) A more incremental and cautious style of policymaking.

**243.** Which statement about Charles Lindblom's theory of incrementalism is incorrect?
(A) It describes policy making as a process of "muddling through".
(B) It suggests that analysis is limited to a few alternatives that differ marginally from the status quo.
(C) It is presented as the ideal model for achieving radical, system-wide transformations.
(D) It sees agreement among policymakers as a key test of a good policy.

**244.** Given below are two statements regarding the executive branch:
**Statement I :** The executive branch, including the permanent bureaucracy, is a major source of policy initiation due to its expertise and proximity to societal problems.
**Statement II :** The bureaucracy's role in the policy process is strictly limited to the neutral and mechanical implementation of policies decided entirely elsewhere.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**245.** Consider the following scenario regarding policy resistance:
*A policy analyst is tasked with understanding why the residents of a specific urban slum are actively resisting a new sanitation policy. The analyst moves into the community for a month, conducting in-depth interviews and observing daily life to capture residents' perspectives, fears, and alternative solutions. This methodological choice is most characteristic of which policy approach?*
(A) Logical Positivism
(B) The Incremental Model
(C) The Phenomenological Approach
(D) The Rational-Comprehensive Model

**246.** The term "policy sciences" was originally coined and extensively developed by which scholar to promote a new vision for the study of public policy?
(A) Charles Lindblom
(B) Yehezkel Dror
(C) Harold Lasswell
(D) Woodrow Wilson

**247.** The translation of broad policy goals into specific actions, governmental rules, and programs, often carried out by government agencies, occurs during which stage of the policy process?
(A) Agenda Setting

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*makers typically start from the existing state of affairs and consider only a small number of policy alternatives that are marginally different from current policies. Policy is made and remade endlessly in a series of small, incremental steps. This approach is remedial, geared toward fixing perceived imperfections in present policies rather than crafting perfect solutions from scratch. For Lindblom, this is not a failing but a practical and politically feasible way to manage complex problems. It facilitates agreement among diverse participants because the changes being considered are small and their consequences are more easily understood and predicted. By focusing on incremental changes, the model avoids the political paralysis that can result from trying to achieve consensus on large-scale, revolutionary policy shifts. Lindblom's theory thus provides a descriptive model of how policy is often made and a normative argument for why this method can be effective in a pluralistic society.*

Based on the above source, attempt the following five questions.

**271.** Charles Lindblom's model of "incrementalism" is also known as:
(A) the optimal model of policymaking.
(B) the rational-comprehensive model.
(C) the science of muddling through.
(D) the phenomenological approach.

**272.** According to Lindblom, why do policymakers practice "successive limited comparisons"?
(A) Because they have unlimited information and cognitive abilities.
(B) Because they face constraints like limited time, information, and cognition.
(C) Because they aim for revolutionary, large-scale policy changes.
(D) Because they want to avoid agreement among diverse participants.

**273.** Which statement best describes the core principle of incrementalism?
(A) Surveying all possible policy alternatives before making a decision.
(B) Crafting perfect, comprehensive solutions for societal problems from scratch.
(C) Rejecting all existing policies to start anew with each decision.
(D) Making policy in a series of small, marginal adjustments to existing policies.

**274.** Lindblom argues that an advantage of the incremental approach is that it:
(A) facilitates political agreement by focusing on small, manageable changes.
(B) guarantees the selection of the single best policy solution.
(C) eliminates the need for any information or analysis in decision-making.
(D) leads to rapid, revolutionary transformations in society.

**275.** The incremental model of policymaking is described as "remedial" because it:
(A) seeks to achieve ideal, utopian societal goals.
(B) aims to completely replace all current policies.
(C) focuses on correcting perceived flaws in existing policies.
(D) relies on a purely rational and comprehensive analysis.

**Direction :** Please read the following source carefully.

*Yehezkel Dror presented a critique of both the pure rational model and Charles Lindblom's incrementalism, proposing a middle path known as the "optimal model" of policymaking. Dror found incrementalism to be inadequate, particularly for societies facing rapid change or crisis, as it is inherently conservative and ill-suited for fostering innovation or fundamental reforms. He argued that "muddling through" could lead to disastrous outcomes when significant policy departures are necessary. However, he also acknowledged the unrealistic demands of the pure rational model. Dror's optimal model is, therefore, a normative framework that seeks to improve the quality of policymaking by combining rational analysis with extra-rational elements. It advocates for a more comprehensive approach that includes a meta-policy stage—that is, policymaking about how to make policy. This model emphasizes the importance of systematically evaluating alternatives and using a mix of quantitative analysis and qualitative insights, including creativity, intuition, and judgment. It is "normative-optimal" because it sets a standard for how policymaking should*

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(A) Participatory Approach.
(B) Process Approach.
(C) Logical Positivism Approach.
(D) Phenomenological Approach.

**Direction :** Please read the following source carefully.

*Harold Lasswell is a foundational figure in policy sciences, advocating for a policy orientation that is problem-oriented, multi-disciplinary, and contextual. He moved away from purely descriptive studies of political institutions to a more prescriptive and normative concern with improving the policy process to uphold human dignity and democratic values. Lasswell's model is not a rigid, linear sequence but a framework for inquiry, emphasizing the importance of context ('the policy context') in shaping decisions. He famously proposed a seven-stage model of the policy process as a heuristic tool for analysis: intelligence (information gathering), promotion (advocacy of alternatives), prescription (enactment of a rule), invocation (provisional application of the rule), application (final enforcement), termination (ending the policy), and appraisal (evaluation of outcomes). This framework highlights the dynamic and continuous nature of policymaking. For Lasswell, the "policy sciences of democracy" should equip decision-makers and citizens with the knowledge needed to understand and improve the practice of governance. His approach is inherently forward-looking, seeking to project future trends and invent, evaluate, and select policy alternatives that best serve societal goals. Thus, Lasswell's work provided an intellectual architecture for a new field focused on integrating knowledge for better decision-making.*

Based on the above source, attempt the following five questions.

**266.** Which of the following best encapsulates Harold Lasswell's approach to policy sciences?
(A) A purely descriptive and institution-focused analysis.
(B) A problem-oriented, multi-disciplinary, and contextual framework.
(C) A model that exclusively focuses on the termination stage of a policy.
(D) An approach that rejects normative concerns and democratic values.

**267.** In Lasswell's seven-stage model, which stage corresponds to the enactment of a policy rule?
(A) Intelligence.
(B) Prescription.
(C) Promotion.
(D) Invocation.

**268.** According to the text, what is the primary purpose of Lasswell's "policy sciences of democracy"?
(A) To provide knowledge for improving the practice of governance.
(B) To limit the participation of citizens in governance.
(C) To focus exclusively on the historical analysis of past policies.
(D) To separate the study of policy from the pursuit of human dignity.

**269.** The stage of 'intelligence' in Lasswell's framework primarily involves which activity?
(A) Evaluating the outcomes of a policy.
(B) Advocating for specific policy alternatives.
(C) Gathering and processing information relevant to a problem.
(D) Enforcing the final application of a policy rule.

**270.** A key aspect of Lasswell's model, as described in the paragraph, is its emphasis on:
(A) a rigid, unchangeable sequence of steps.
(B) the exclusion of multi-disciplinary knowledge.
(C) a retrospective-only analysis of policy failure.
(D) the importance of context in shaping decisions.

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**Direction :** Please read the following source carefully.

*Charles Lindblom offered a significant critique of the rational-comprehensive model of decision-making, proposing instead a more realistic model known as "incrementalism," or the "science of muddling through." He argued that policymakers, faced with cognitive limits, inadequate information, and time constraints, do not and cannot survey all possible alternatives and their consequences as the rational model presumes. Instead, they practice "successive limited comparisons." This means decision-*

(B) Policy implementation and service delivery.
(C) Judicial review and constitutional interpretation.
(D) Setting the executive's policy agenda.

**282.** The Executive branch's primary constitutional role in the policy process is described as:
(A) debating and aggregating diverse public interests.
(B) executing and implementing laws passed by the legislature.
(C) interpreting the meaning of laws and ruling on their constitutionality.
(D) acting as a reactive forum for policy disputes.

**283.** How does the Judiciary primarily shape public policy?
(A) By proposing and drafting new legislation for consideration.
(B) By interpreting laws, reviewing their constitutionality, and setting precedents.
(C) By directly implementing government programs and services.
(D) By proactively setting the national policy agenda each year.

**284.** The process by which legislatures transform policy proposals into authoritative laws is referred to as:
(A) Legitimation.
(B) Implementation.
(C) Judicial Review.
(D) Execution.

**285.** The source suggests that the roles of the three governmental institutions in policymaking are:
(A) completely separate with no interaction.
(B) primarily hierarchical, with the judiciary at the top.
(C) distinct but with areas of overlap.
(D) identical and redundant across all three branches.

**Direction :** Please read the following source carefully.

*Policy analysis is a systematic and disciplined application of reason to public problems, involving various types to suit different purposes. A fundamental distinction exists between Empirical and Normative analysis. Empirical analysis is descriptive and explanatory, focusing on "what is." It seeks to explain the causes and predict the consequences of public policies using factual evidence and scientific methods, without making value judgments about what should be done. Conversely, Normative analysis is prescriptive, concerned with "what should be." It involves evaluating policies based on a set of values, ethical principles, or goals, and recommending a particular course of action. Another key distinction is between Retrospective and Prospective analysis. Retrospective analysis looks backward, examining policies that have been implemented in the past. It includes policy evaluation, which assesses a policy's effectiveness and impact after the fact. Prospective analysis, in contrast, looks forward. It is designed to forecast the future consequences of proposed policy alternatives, helping decision-makers choose the most desirable option. Finally, analysis can be categorized as Prescriptive or Descriptive. While closely related to normative and empirical types, Prescriptive analysis specifically aims to produce advice and recommend a course of action to policymakers. Descriptive analysis, on the other hand, focuses on explaining the policy process itself—how policies are made and implemented—without necessarily recommending a particular outcome.*

Based on the above source, attempt the following five questions.

**286.** An analyst studying the statistical correlation between a new education policy and student test scores is conducting which type of analysis?
(A) Normative analysis.
(B) Prescriptive analysis.
(C) Phenomenological analysis.
(D) Empirical analysis.

**287.** What is the primary focus of Normative policy analysis?
(A) Explaining the causes and consequences of past policies.
(B) Describing the process of how policies are made.
(C) Evaluating policies based on values and recommending what should be done.
(D) Forecasting the future impact of policy alternatives.

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**15.** (B) b, a, c, d
The policy process typically follows a logical sequence of stages to address public issues systematically. It begins with agenda setting, where problems are identified and prioritized for government attention. This is followed by policy formulation, where specific alternatives and solutions are developed. Once a policy is adopted, it moves to implementation, where the chosen plan is executed. Finally, policy evaluation assesses the effectiveness and impact of the policy, providing feedback for future cycles.

**16.** (B) The lived experiences and subjective interpretations of policy by individuals.
The phenomenological approach focuses on understanding how individuals perceive and experience public policy in their daily lives. Unlike quantitative methods that prioritize statistical data, this approach emphasizes the subjective meanings people attach to government actions. By exploring personal narratives and lived realities, it provides deep insights into the qualitative impact of policies. This perspective is essential for identifying how different social groups interpret and respond to state interventions based on their unique circumstances.

**17.** (B) It increases the legitimacy and public acceptance of a policy.
A participatory approach involves citizens and stakeholders directly in the decision-making process. By allowing diverse voices to be heard, this method ensures that policies are more reflective of public needs and concerns. This inclusivity fosters a sense of ownership and trust among the population, which significantly enhances the legitimacy of the policy. While it may not eliminate all conflict, it provides a transparent framework for addressing grievances, ultimately leading to smoother implementation and compliance.

**18.** (B) (b), (c), and (e) only
The normative approach to public policy is primarily prescriptive, focusing on what policies should be rather than just describing what they are. It involves making explicit value judgments about the goals, means, and ethical dimensions of government action. This approach seeks to identify the most desirable or "best" course of action based on specific moral or social principles. By incorporating ethics and values, it provides a framework for evaluating the righteousness and fairness of policy decisions.

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**19.** (C) Normative Approach
The normative approach is fundamentally concerned with the ethical and value-based aspects of public policy. It asks what the government should do and what goals it ought to pursue to achieve a just and fair society. Unlike descriptive approaches that explain existing processes, the normative framework is prescriptive, offering recommendations based on moral principles. This focus on "what ought to be" helps policymakers navigate complex choices where different values and interests are at stake.

**20.** (D) Process Approach – Concern with a sequence of actions.
The process approach is defined by its focus on the sequential stages of policymaking. It analyzes the specific activities and events that occur from the initial identification of a problem to the final evaluation of a policy's impact. By mapping out these stages, researchers can understand how various political actors and institutions interact at different points in time. This approach provides a structural framework for studying the dynamics of policy creation, implementation, and assessment in government.

**21.** (A) Both A and R are true and R is the correct explanation of A.
Logical positivism advocates for a scientific study of public policy that relies exclusively on empirical evidence and objective facts. This approach is rooted in the belief that only statements that can be verified through observation have meaning for scientific inquiry. Consequently, it maintains a strict fact-value dichotomy, excluding subjective values and normative claims as they cannot be empirically tested. This rigorous methodology aims to create a value-neutral policy science that emphasizes technical accuracy and objectivity.

**22.** (B) Policy analysis grounded in empirical evidence and verifiable facts.
Logical positivism promotes the use of scientific methods to analyze public policy, focusing on data that is observable and measurable. It emphasizes that policy analysis should be an objective exercise, free from the biases of

**295.** The text suggests that policy evaluation serves as a mechanism for:
(A) initial policy formulation and agenda setting.
(B) bureaucratic resistance and goal displacement.
(C) accountability and learning within the policy cycle.
(D) securing political support for a new policy.

**Direction :** Please read the following source carefully.

*The formulation and implementation of public policy do not occur in a vacuum; they are subject to a wide array of powerful constraints. Socio-economic constraints, such as the level of economic development, resource availability, and the distribution of wealth, significantly limit the range of feasible policy options. A nation with a weak economy cannot afford the same social welfare programs as a wealthy one. Political constraints are equally formidable, stemming from the prevailing political ideology, the balance of power between different parties and interest groups, and the stability of the government. Institutional constraints arise from the very structure and capacity of governmental bodies. A fragmented bureaucracy or a complex legal framework can impede policy implementation, regardless of the policy's merits. Furthermore, deep-seated Cultural constraints, including societal values, traditions, and public beliefs, can create resistance to policies that challenge the status quo. Beyond these internal constraints, external actors exert considerable influence. The Media plays a crucial role in shaping the policy agenda by highlighting certain issues and framing public debate. Public Opinion, when mobilized, can pressure policymakers to act or refrain from acting. Organized Civil Society, including non-governmental organizations, and specific Pressure Groups, representing business or labor interests, actively lobby and advocate to ensure that policy decisions reflect their preferences, thereby shaping the entire policymaking landscape.*

Based on the above source, attempt the following five questions.

**296.** A government's inability to fund a universal healthcare system due to a large national debt is an example of which type of constraint?
(A) Political constraint.
(B) Cultural constraint.
(C) Institutional constraint.
(D) Socio-economic constraint.

**297.** According to the source, which of the following is an example of an institutional constraint on public policy?
(A) A fragmented bureaucratic structure that hinders implementation.
(B) The prevailing public opinion on an issue.
(C) Deep-seated societal values and traditions.
(D) The level of economic development in the country.

**298.** How does the media primarily influence the policymaking process, as described in the paragraph?
(A) By directly implementing government policies.
(B) By shaping the policy agenda and framing public debate.
(C) By providing financial resources for policy programs.
(D) By acting as a formal institution of government.

**299.** Public resistance to a policy promoting gender equality, based on traditional beliefs, would be classified as what kind of constraint?
(A) A socio-economic constraint.
(B) A cultural constraint.
(C) A political constraint.
(D) An institutional constraint.

**300.** The text suggests that Civil Society and Pressure Groups influence policy mainly through:
(A) lobbying and advocacy to reflect their preferences.
(B) judicial review and interpretation.
(C) direct execution of governmental laws.
(D) imposing economic sanctions on the government.

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specifically aims to determine what "ought to be" rather than merely explaining what "is," distinguishing it from purely descriptive policy research.

**30.** (D) Understanding the subjective meaning and interpretation of policy by those affected.
The phenomenological approach in policy studies prioritizes the perspectives of those who live through the consequences of government decisions. It seeks to understand the qualitative and subjective impact of policies by exploring how individuals make sense of their experiences. This approach avoids seeking universal laws or simple cost-benefit ratios, focusing instead on depth and context. By valuing personal interpretation, it provides a richer understanding of how policies actually function and affect people in diverse social settings.

**31.** (C) b, c, a
The evolution of policy models followed a chronological path starting with Harold Lasswell's foundational work in the 1950s on policy sciences. Charles Lindblom's incremental model, often called "muddling through," followed in the late 1950s as a description of actual decision-making. Yehezkel Dror's contributions, including the normative-optimal model, emerged later in the 1960s and 1970s as a critique and expansion of these earlier theories. Understanding this order is essential for tracing the intellectual development of the field.

**32.** (B) Policy sciences should be multi-disciplinary, problem-oriented, and normative.
Harold Lasswell's vision for the policy sciences emphasized that the study of public policy should transcend single academic disciplines. He argued that it must focus on solving significant societal problems while explicitly promoting democratic values and human dignity. This normative and problem-oriented framework was designed to make social science knowledge more relevant and effective in the real world. Lasswell's approach moved away from purely technical analysis toward a more comprehensive and values-driven understanding of governance.

**33.** (B) Charles Lindblom's Incremental Model.
When a city government chooses to make a small adjustment to existing fees instead of a comprehensive revenue reform, it is practicing incrementalism. Charles Lindblom's model describes this as "muddling through," where policymakers make minor, successive changes to existing policies rather than attempting radical overhauls. This approach is common when faced with limited time, information, and political consensus. It focuses on marginal adjustments that are less risky and more politically feasible than large-scale, transformative changes.

**34.** (A) Both A and R are true and R is the correct explanation of A.
Charles Lindblom's incremental model posits that policymakers typically opt for small changes to existing policies rather than radical departures. This behavior is a direct response to the practical constraints of the decision-making environment, including limited time, incomplete information, and the cognitive inability to evaluate all alternatives. Because policymakers cannot realistically perform a comprehensive rational analysis, they rely on "muddling through" with manageable, marginal adjustments. This approach minimizes risk and acknowledges the complexity of societal problems.

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**35.** (C) Charles Lindblom's incremental model.
Yehezkel Dror developed his "optimal model" of policymaking as a response to the perceived limitations of Charles Lindblom's incrementalism. Dror argued that while incrementalism might describe how decisions are often made, it is inadequate for addressing novel and complex challenges that require innovative solutions. His model was intended to offer a way to improve the quality of policymaking by moving beyond minor adjustments toward a more creative and systematically improved approach that incorporates rational and extra-rational elements.

**36.** (B) It combines rational analysis with extra-rational elements like intuition and creativity.
The core feature of Yehezkel Dror's policy-making model is the integration of systematic rational analysis with extra-rational processes. Dror believed that purely rational methods are insufficient for solving complex societal problems, and thus, elements like creativity, intuition, and professional judgment must be explicitly recognized. This "optimal model" seeks

gap between academic research and practical governance to better serve human dignity.

8. (A) Both A and R are true and R is the correct explanation of A.
The development of public policy as an academic discipline was driven by the increasing complexity of modern societal issues. Traditional single-discipline approaches were found inadequate for addressing multi-faceted problems. Consequently, scholars like Harold Lasswell proposed a multi-disciplinary and problem-oriented framework known as policy sciences. This new approach was designed to integrate diverse knowledge to improve public action, directly addressing the limitations of earlier academic structures in providing effective solutions.

9. (C) The personal breakfast choice of a senior government official.
Public policy is fundamentally concerned with the actions and decisions of government authorities that impact the public or specific societal sectors. While laws, judicial rulings, and even deliberate government inaction fall within this scope, the private or personal choices of individual officials do not. Personal habits or daily routines have no legal or public consequence. Therefore, distinguishing between the public duties of an official and their private activities is essential for defining policy.

10. (A) A form of public policy as intentional inaction.
Public policy is defined not only by what governments choose to do but also by what they choose not to do. When a government deliberately decides against taking a specific action, such as building a dam, after careful consideration, this constitutes a policy choice. Intentional inaction reflects a purposive decision-making process where the status quo is maintained for specific reasons. This concept acknowledges that refraining from intervention is a valid exercise of governmental authority.

11. (C) (a) and (d) only
The evolution of public policy was fueled by dissatisfaction with the narrow, institution-focused traditions of public administration. Scholars sought a more dynamic understanding of government action beyond formal structures. Additionally, the growing complexity of modern societal problems necessitated new analytical frameworks. While the policy sciences movement emerged, it was not strictly value-free; it often included normative goals. Furthermore, the field developed by drawing on multiple disciplines rather than remaining a restricted sub-field of politics.

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12. (B) Public policy is exclusively formulated by politicians, and public administration has no influence on it.
The relationship between public policy and public administration is a continuous cycle rather than a strict separation of duties. While politicians are key actors in formulation, administrators provide vital expertise and experience that shape policy decisions. Administration is not merely the passive execution of rules; it involves professional judgment and feedback that informs future policy cycles. Recognizing this interdependence is crucial for understanding how effective governance requires collaboration between political leaders and bureaucratic experts.

13. (C) The political activities and sequence of events in policymaking.
The process approach views public policy as a series of stages and political activities that occur over time. It focuses on the mechanics of how policies are identified, formulated, adopted, and implemented. By examining the sequence of events and the roles of various actors at each step, this approach provides a structured way to analyze the life cycle of a policy. It prioritizes the “how” and “who” of decision-making rather than the content.

14. (C) Statement I is true, but Statement II is false.
Logical positivism emphasizes the use of empirical, objective, and verifiable evidence in policy analysis. It seeks to apply scientific rigor by focusing on facts that can be measured and tested. However, this approach explicitly excludes subjective values and normative judgments, considering them outside the scope of scientific inquiry. By maintaining a strict fact-value dichotomy, logical positivism aims to produce value-neutral analysis, which distinguishes it from other frameworks that incorporate ethical or moral considerations.

# ANSWERS

1. (B) Whatever governments choose to do or not to do.
Public policy represents a deliberate course of action or inaction taken by governmental authorities to address public issues. This broad definition emphasizes that government decisions, including the choice to not act, constitute policy. It encompasses the goals, values, and practices of the state. Understanding this concept is essential for analyzing how power is exercised and how societal challenges are managed within a political framework.

2. (D) Statement I is false, but Statement II is true.
Public policy extends beyond formal laws and regulations to include various governmental actions and decisions. While legislative acts are central, the scope also involves executive orders and administrative choices. Crucially, a government's intentional decision to not intervene in a specific issue is considered a policy choice. This recognition highlights that inaction is a purposive response to societal problems, reflecting the underlying priorities and strategies of the state.

3. (C) It goal-oriented and purposive action taken to solve a public problem.
Public policy is inherently characterized by its purposeful nature, directed toward achieving specific objectives or solving societal issues. It is not a random series of events but a conscious choice by government officials. This goal-oriented focus ensures that administrative and legislative actions address identified public needs. Such purposive action provides a framework for evaluating the effectiveness of state interventions in managing complex social and economic challenges.

4. (D) It provides a framework for social regulation and conflict resolution.
Public policy serves as a vital mechanism for maintaining social order and managing competing interests within a society. By establishing rules and guidelines, it regulates behavior and provides clear procedures for resolving disputes. This framework is essential for social stability and the peaceful coexistence of diverse groups. It ensures that conflicts are addressed through institutionalized processes rather than through chaotic or unregulated methods, fostering overall societal wellbeing.

5. (A) P-2, Q-4, R-1, S-3
The evolution of policy studies progressed through distinct phases that redefined government focus. Early public administration emphasized formal legal institutions. The rise of policy sciences introduced a multi-disciplinary movement linking knowledge with action. Post-war complexity highlighted that societal problems require integrated solutions across various fields. Finally, the shift toward analyzing actual government activities moved focus from structures to the outcomes and impacts of decisions on the general population.

6. (B) Public Administration is largely concerned with the implementation of public policy.
Public policy and public administration are deeply interconnected yet distinct components of the governance process. Policy primarily focuses on the decision-making aspect, determining the goals and objectives of the state. Administration involves the practical execution of these decisions, translating abstract policy goals into tangible results. This relationship ensures that the political intentions of the government are operationalized through bureaucratic structures, highlighting the administrative role in achieving policy outcomes.

7. (D) Harold Lasswell
Harold Lasswell is recognized as a pioneering figure who advocated for the development of policy sciences. He envisioned this field as multi-disciplinary, problem-oriented, and normative, aiming to enhance the quality of public decision-making. His work emphasized that social science knowledge should be applied to solve real-world problems while upholding democratic values. This intellectual movement sought to bridge the

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personal values or ethical considerations. By prioritizing empirical evidence, this approach seeks to provide a factual basis for understanding the causes and effects of different policy choices. This focus on verifiability is intended to increase the reliability and precision of policy studies.

**23.** (D) It prioritizes quantitative data and statistical models over qualitative insights.
The phenomenological approach emphasizes qualitative methods to understand the subjective experiences and meanings people associate with public policy. It rejects the notion of a single, objective reality, focusing instead on how different individuals interpret their interactions with government programs. This approach utilizes in-depth interviews and case studies to capture complex human perspectives. Therefore, prioritizing quantitative data and statistical modeling is contrary to the core principles of phenomenology, which seeks depth and context over numerical generalizability.

**24.** (B) P-4, Q-3, R-1, S-2
Different policy approaches focus on unique aspects of decision-making and analysis. The normative approach is prescriptive, determining what a policy ought to be based on values. The process approach examines the sequence of activities involved in policymaking. The phenomenological approach prioritizes the subjective, lived reality of individuals. Finally, logical positivism emphasizes empirical data and maintains a strict fact-value dichotomy. Matching these approaches with their key features helps in understanding the diverse frameworks used to study public policy.

**25.** (C) Phenomenological Approach
An analyst conducting in-depth interviews to understand the daily lives and sense of dignity of beneficiaries is employing a phenomenological approach. This method prioritizes subjective experiences and the personal meanings individuals attach to their situation under a specific policy. By focusing on qualitative insights rather than just statistical outcomes, the analyst gains a deeper understanding of the lived reality of the program. This approach is essential for evaluating the human and social dimensions of welfare interventions.

**26.** (C) Statement I is true, but Statement II is false.
The process approach effectively views policymaking as a dynamic and interrelated series of activities, such as agenda setting and formulation. It provides a useful framework for organizing the complex steps of the policy cycle. However, it is often criticized for lacking a strong theoretical basis and for failing to predict specific policy outcomes. Because it focuses primarily on the stages and sequence of events, it often neglects the substantive content and the causal relationships between different policy variables.

**27.** (D) The Participatory Approach
The participatory approach is specifically designed to maximize citizen engagement and stakeholder involvement throughout the policy process. It utilizes mechanisms like public hearings, deliberative forums, and community consultations to ensure that diverse perspectives are considered during formulation. By prioritizing transparency and collaboration, this approach aims to make policies more democratic and reflective of public needs. This focus on active engagement distinguishes it from more expert-driven or purely institutional methods of policymaking.

**28.** (A) (a) and (c) only
Logical positivism is often criticized because it is extremely difficult to completely separate factual analysis from the underlying values that drive policy choices. Critics argue that ignoring the ethical and moral dimensions of public problems results in an incomplete understanding of society. By focusing exclusively on empirical data, the approach may overlook the normative goals that policies are intended to achieve. These criticisms highlight the limitations of a purely technical and value-neutral framework in a complex political world.

**29.** (C) Describing the policy process as it currently exists.
The normative approach is characterized by its prescriptive and value-oriented focus. It involves recommending courses of action, making value judgments, and considering ideal policy goals. In contrast, describing the policy process as it currently exists is a descriptive and analytical task, often associated with the process approach or empirical studies. The normative framework

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the field should be problem-oriented, focusing on significant real-world challenges. Additionally, the approach was contextual, meaning it took into account the specific historical and social circumstances of a policy. Crucially, it was not value-neutral; it was normative and aimed at supporting democratic values.

**44.** (D) Charles Lindblom.
Charles Lindblom is the scholar who famously described policymaking as the "science of muddling through." He argued that in pluralist societies, policymakers do not follow a rational-comprehensive model. Instead, they make small, incremental changes to existing policies through a process of successive limited comparisons. This approach acknowledges the practical constraints of time, information, and political consensus. Lindblom's work highlighted the descriptive reality of how decisions are made in complex, democratic environments where competing interests must be balanced.

**45.** (A) Yehezkel Dror's Optimal Model.
A policy design process that integrates rational data analysis, creativity, and discussions on ethical values aligns closely with Yehezkel Dror's optimal model. Dror advocated for a framework that moves beyond simple incrementalism by blending logical reasoning with extra-rational elements like intuition and innovative thinking. His model also has a strong normative component, emphasizing the importance of values in shaping public policy. This comprehensive approach is designed to improve the quality and effectiveness of decisions regarding complex and novel societal challenges.

**46.** (A) Both A and R are true and R is the correct explanation of A.
Yehezkel Dror was a prominent critic of incrementalism, arguing it was insufficient for addressing the complex and unprecedented problems of modern society. He believed that merely making small adjustments to past policies would not foster the innovation needed for significant progress. To address this, he proposed the "optimal model," which seeks to improve policymaking by integrating systematic rational analysis with extra-rational processes such as creativity. This model aims to consciously enhance the quality and innovativeness of government decisions.

**47.** (A) Lasswell – Policy science should solve social problems and promote dignity.
Harold Lasswell's foundational view was that policy science should be a problem-oriented field aimed at solving real-world societal issues while promoting human dignity and democratic values. This normative perspective distinguishes his work from purely descriptive or technical approaches. Other theorists like Lindblom focused on incrementalism as a practical reality, while Dror sought to improve policy quality through an optimal model. Identifying these core views is essential for understanding the different philosophical underpinnings of major policy models and their contributors.

**48.** (A) Non-policymaking phase.
Yehezkel Dror's "Normative-Optimal Model" is structured into several distinct stages to improve the quality of government decisions. These include the meta-policymaking phase, which establishes the strategy and process for making policy; the actual policymaking phase, where alternatives are evaluated; and the post-policymaking phase, which focuses on implementation and evaluation. A "non-policymaking phase" is not a part of his formal framework. Understanding these stages highlights the comprehensive and strategic nature of Dror's approach to enhancing the effectiveness of policy.

**49.** (A) Both Statement I and Statement II are true.
Charles Lindblom defended incrementalism not only as an accurate description of how policy is made but also as a normatively desirable approach. He argued that making small, manageable changes is more politically feasible in a pluralist democracy where consensus is difficult to achieve. This method helps maintain social stability by avoiding radical, disruptive shifts that could cause significant conflict or catastrophic failure. By focusing on marginal adjustments, policymakers can correct errors easily and ensure a more predictable and stable governance process.

**50.** (B) (a), (b), and (c) only.
Charles Lindblom's model of disjointed incrementalism is characterized by limited and

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to improve the quality of decisions by balancing logic with innovative thinking. It represents a more sophisticated approach than simple incrementalism or purely technical rational-comprehensive models.

**37.** (B) (b), (c), and (e) only.
Yehezkel Dror's "Normative-Optimal" model is characterized by its focus on improving policymaking quality through several key elements. It explicitly includes extra-rational processes like creativity and intuition to foster innovation. A central feature is the "meta-policy" phase, which involves making strategic decisions about how the policy process itself should be structured. Furthermore, the model has a strong normative component aimed at achieving the most desirable outcomes, distinguishing it from purely descriptive accounts of government decision-making.

**38.** (A) Both Statement I and Statement II are true.
Harold Lasswell was a key figure who advocated for a policy science that was multi-disciplinary and problem-oriented, focusing on the specific context of societal issues. He firmly believed that the purpose of this field was not merely technical but deeply normative. For Lasswell, the ultimate goal of policy sciences was to uphold and advance democratic values and human dignity. This vision sought to link scientific knowledge with ethical action to improve the overall quality of human life and governance.

**39.** (D) A process of making small, successive decisions with limited analysis.
"Disjointed incrementalism," as proposed by Charles Lindblom, refers to a policymaking style where changes are made in small, manageable steps rather than through large-scale reforms. It acknowledges that policymakers have limited information and analytical capacity, leading them to compare only a few alternatives that differ marginally from current policies. This process is decentralized and often lacks central coordination, as different actors focus on specific issues. It is a practical strategy for navigating complex political environments with competing interests.

**40.** (B) P-4, Q-1, R-2, S-3
Key theorists in policy studies are associated with distinct concepts. Harold Lasswell promoted a problem-oriented and multi-disciplinary approach through policy sciences. Charles Lindblom famously described the science of "muddling through" as a realistic account of incremental decision-making. Yehezkel Dror introduced the normative-optimal model to improve policy quality. Finally, logical positivists are known for emphasizing the fact-value dichotomy and empirical rigor. Matching these theorists with their concepts provides a foundational overview of the diverse perspectives in policy analysis.

**41.** (D) It is considered the most suitable model for radical, large-scale policy changes.
Charles Lindblom's theory of incrementalism describes how policy is actually made through small, successive comparisons of limited alternatives. It is a descriptive account of the constraints policymakers face in real-world situations. However, it is not considered suitable for radical or large-scale changes, as its very nature focuses on marginal adjustments to the status quo. Critics, including Yehezkel Dror, argue that incrementalism is too conservative and fails when innovative or transformative solutions are required for complex, novel problems.

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**42.** (A) It is only suitable for simple problems and may entrench past mistakes.
Yehezkel Dror criticized the reliance on incrementalism, arguing that it is mostly effective for simple problems where existing policies are generally successful. For complex or novel challenges, incrementalism can be problematic because it tends to repeat and entrench past errors rather than fostering necessary innovation. By only making small changes, policymakers may fail to address the root causes of major societal issues. Dror emphasized the need for a more comprehensive model that encourages creative and rational improvements to governance.

**43.** (A) (a), (c), and (d) only
Harold Lasswell's vision for "policy sciences" was built on several key characteristics. It was designed to be multi-disciplinary, integrating knowledge from various social sciences to address societal issues. He also emphasized that

**288.** The key difference between Retrospective and Prospective analysis is:
(A) their focus on facts versus values.
(B) their focus on past policies versus future consequences.
(C) their use of qualitative versus quantitative data.
(D) their aim to describe versus to recommend.

**289.** A policy study that concludes with a specific recommendation to the government on which healthcare plan to adopt is best categorized as:
(A) Descriptive analysis.
(B) Retrospective analysis.
(C) Empirical analysis.
(D) Prescriptive analysis.

**290.** According to the text, which type of analysis focuses on explaining the policymaking process itself?
(A) Descriptive analysis.
(B) Prospective analysis.
(C) Normative analysis.
(D) Prescriptive analysis.

**Direction :** Please read the following source carefully.

*The policy process does not conclude with the formal adoption of a law or regulation; the subsequent stages of implementation, outcomes, and evaluation are critical determinants of a policy's real-world success or failure. Policy implementation is the action phase, the process of converting policy goals and objectives into results. It involves translating the abstract language of a policy into concrete programs and actions, which are then carried out by administrative agencies and other actors. This stage is fraught with challenges, as the intended policy can be altered by bureaucratic discretion, resource limitations, and resistance from target groups. Following implementation, one must assess the policy outcomes. Outcomes are the actual effects and consequences of a policy, which can be both intended and unintended, positive and negative. It is crucial to distinguish outcomes from outputs; outputs are the tangible goods and services delivered by an agency (e.g., number of schools built), whereas outcomes are the broader impacts on society (e.g., changes in literacy rates). Finally, policy evaluation is the systematic and objective assessment of a policy's design, implementation, and outcomes. Evaluation seeks to determine the extent to which a policy has achieved its stated goals, providing valuable feedback that can lead to the policy's continuation, modification, or termination. It serves as a key mechanism for accountability and learning within the policy cycle.*

Based on the above source, attempt the following five questions.

**291.** What is the primary activity involved in policy implementation?
(A) The systematic assessment of a policy's impact.
(B) The formal adoption of a law by the legislature.
(C) The conversion of policy goals into concrete actions and programs.
(D) The identification of a public problem requiring government action.

**292.** The paragraph distinguishes between policy 'outputs' and 'outcomes' by stating that outcomes are:
(A) the broader societal impacts of a policy.
(B) the tangible services delivered by an agency.
(C) the administrative actions taken to execute a policy.
(D) the resources allocated for policy implementation.

**293.** Which of the following is an example of a policy 'outcome' rather than an 'output', based on the text's distinction?
(A) The number of police officers hired.
(B) The number of patrol cars purchased.
(C) The hours spent by officers on patrol.
(D) A reduction in the community's crime rate.

**294.** According to the source, what is the main purpose of policy evaluation?
(A) To translate policy language into concrete programs.
(B) To systematically assess if a policy has achieved its goals.
(C) To exclusively focus on the unintended consequences of a policy.
(D) To ensure sufficient resources are allocated for implementation.

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non-comprehensive analysis. In this framework, the means and ends of policy are often intertwined rather than being clearly distinct. A key test of a "good" policy in this model is that it receives agreement among the relevant actors, rather than meeting a specific rational objective. This approach avoids radical departures from the past and does not require a complete re-evaluation of all possible alternatives, prioritizing political feasibility over pure rationality.

**51.** (C) Directing inquiry towards solving real and significant social problems.
In Harold Lasswell's framework, "problem orientation" signifies that the primary goal of the policy sciences is to address and solve significant real-world social problems. This approach moves away from purely abstract or theoretical research toward practical inquiry that can inform government action. By focusing on tangible societal challenges, policy sciences aim to provide useful intelligence for improving the condition of society. This commitment to practical problem-solving is a core pillar of Lasswell's vision for a relevant and impactful academic field.

**52.** (D) The Legislature.
The legislature is the primary institution responsible for the formal legitimation of public policies through the enactment of laws. It is the body where policy proposals are debated, amended, and finally given legal authority. By passing statutes, the legislature provides the necessary legal framework for the executive branch to implement specific programs. This role is fundamental in a democratic system, as it ensures that policies are grounded in representative authority and are subject to public scrutiny and debate.

**53.** (D) P-3, Q-2, R-1
Each government institution has a distinct primary function in the policy process. The legislature is responsible for the enactment and legitimation of policies through lawmaking. The executive focuses on the implementation and initiation of policies, as well as managing the bureaucracy. The judiciary provides the interpretation of laws and performs judicial review to ensure constitutionality. Matching these institutions with their primary roles clarifies the checks and balances and the sequential nature of policymaking in a structured government system.

**54.** (B) It functions as a source of policy initiation, formulation, and execution.
The role of the executive in the policy process is multifaceted and central. Beyond merely implementing laws passed by the legislature, the executive is often the primary source of policy initiation and formulation. This is due to the vast technical expertise and information concentrated within the administrative bureaucracy. The executive branch sets the national agenda, develops detailed proposals, and ensures that policies are carried out effectively. Its continuous involvement throughout the policy cycle makes it a dominant force in modern governance.

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**55.** (D) Judicial review.
When a Supreme Court declares a law void because it violates the constitution, it is exercising the power of judicial review. This function is a critical check on the power of the legislature and executive, ensuring that all public policies adhere to the nation's highest legal standards. Through judicial review, the courts can strike down policies that infringe on fundamental rights or exceed government authority. This role demonstrates how the judiciary acts as a significant, though often reactive, participant in the policy-making process.

**56.** (A) (a), (b), and (c) only.
The legislature plays several key roles in the policy-making process. It provides a forum to debate public issues and raise awareness among the citizenry. Its primary function is the enactment of laws, which establish the formal basis for all public policies. Furthermore, the legislature performs an oversight function, monitoring how the executive branch implements these policies and ensuring accountability. However, the direct management and ground-level administration of government programs is typically the responsibility of the executive branch and its bureaucracy.

**57.** (D) Initiating and drafting new legislation.
The judiciary influences public policy primarily through interpretive and corrective functions rather than direct initiation. It interprets the meaning of laws when they are ambiguous

**113.** (A) The collective attitudes or beliefs of a population on a significant public issue.
In the context of policy making, public opinion refers to the collective attitudes and beliefs of the citizenry on important public issues. It is a dynamic force that can shape the priorities of government and set the boundaries of acceptable policy options. While it is not a formal law or a judicial ruling, public opinion provides a source of legitimacy and political pressure that policymakers often cannot ignore. Understanding how to gauge and respond to this collective voice is a key skill for leaders in any democratic system.

**114.** (A) Both A and R are true and R is the correct explanation of A.
The "Process Approach" to policy analysis is frequently criticized for being atheoretical and overly descriptive. This is because it primarily focuses on detailing the specific stages of the policy cycle—the "who" and "how" of decision-making. It excels at describing the sequence of events but often fails to develop a robust, predictive theory about the substantive content or the causes of specific policy outcomes. By prioritizing the mechanics of the process, it may neglect the deeper political and economic forces that drive actual policy choices.

**115.** (A) Both Statement I and Statement II are true.
Logical positivism and the phenomenological approach offer contrasting perspectives on policy analysis. Logical positivism insists that policy science should be value-neutral, focusing exclusively on objective, empirical facts that can be scientifically verified. In contrast, the phenomenological approach argues that understanding the subjective realities and personal meanings held by different individuals is essential for a complete analysis. These two perspectives highlight the ongoing debate in the field about the role of objectivity and subjectivity in understanding the complex world of public policy and its effects.

**116.** (D) "Muddling Through" - Charles Lindblom.
Charles Lindblom is the scholar famously associated with the concept of "muddling through," which is the core of his incremental model of policymaking. He argued that instead of following a rational-comprehensive path, policymakers make small, manageable adjustments to existing policies. This descriptive account of how decisions are actually made in real-world situations, characterized by limited information and political constraints, has been highly influential. Other pairings, like attributing incrementalism to Dror or the policy sciences movement to Lindblom, are incorrect based on the historical development of these theories.

**117.** (A) (a), (b), and (d) only.
The executive branch is a central institution in the policy-making process, characterized by several key roles. It is often the primary initiator of new policy proposals and possesses extensive technical expertise within its vast bureaucracy. Additionally, the executive is responsible for the day-to-day implementation and management of government programs. However, its role is not limited to merely ratifying decisions made by the legislature. On the contrary, the executive often sets the agenda and provides the detailed formulation that shapes the laws the legislature eventually considers.

**118.** (B) Retrospective analysis.
Retrospective analysis is the study of a public policy focusing on its actual results and consequences after it has been implemented. This "looking back" approach aims to determine whether the policy achieved its intended goals and what unintended effects it may have had. It is a crucial tool for accountability and for learning from experience to improve future decision-making. By providing evidence of past performance, retrospective analysis helps policymakers understand what works and why, ensuring that governance is informed by real-world outcomes rather than just intentions.

**119.** (C) An actual, measurable increase in the national literacy rate.
In the context of a new education policy, it is important to distinguish between policy outputs and policy outcomes. Outputs are the immediate, tangible products of government action, such as the number of schools built and teachers hired. The outcome, however, is the actual societal change or impact that these actions are intended to achieve. In this case, a measurable increase in the national literacy rate would be the policy's outcome. This distinction is critical for evaluating

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factors that led to their creation. It is a vital tool for learning from past experiences and ensuring accountability. By evaluating the actual results of a policy over time, retrospective analysis provides essential feedback for improving future policy decisions.

**65.** (B) (c), (d), and (e) only.
Prescriptive policy analysis is fundamentally forward-looking and action-oriented. Its primary purpose is to recommend a specific course of action to solve a identified public problem. Because it aims to identify the "best" or most desirable option, it is heavily based on value judgments about what goals are most important. This distinguishes it from descriptive analysis, which focuses on explaining past or current events. Prescriptive analysis provides a direct link between research and decision-making by offering clear guidance on future policy choices.

**66.** (A) Prescriptive analysis recommends what to do, while descriptive analysis explains what happened or why.
The primary distinction between prescriptive and descriptive policy analysis lies in their ultimate goal and focus. Prescriptive analysis is normative and future-oriented, aiming to provide specific recommendations on what the government should do. Descriptive analysis is empirical and explanatory, seeking to provide an objective account of past or current policies and their impacts. While one is concerned with recommending a "best" course of action, the other is concerned with understanding and explaining the reality of policy choices and their results.

**67.** (C) Prospective analysis.
An analyst modeling the potential future impacts of a proposed tax on economic indicators is conducting prospective analysis. This type of research happens before a policy is adopted and is used to forecast the likely consequences of various alternatives. By using economic models and data, prospective analysis helps policymakers understand the potential risks and benefits of a proposed intervention. This forward-looking approach is essential for making informed decisions and choosing the most effective policy path to achieve desired goals.

**68.** (A) P-2, Q-1, R-3, S-4
Different types of policy analysis serve distinct core purposes. Descriptive analysis explains the causes and consequences of policies. Prescriptive analysis aims to recommend a future course of action based on values and goals. Retrospective analysis evaluates a policy's effects after it has been fully implemented. Prospective analysis focuses on forecasting the future consequences of a proposed policy before it is adopted. Matching these types with their purposes provides a clear framework for selecting the appropriate analytical tool for any given policy issue.

**69.** (A) Both Statement I and Statement II are true.
Retrospective policy analysis, also known as ex-post analysis, focuses on evaluating policies that have already been implemented. This helps in understanding the actual results and effectiveness of a program. Prospective policy analysis, or ex-ante analysis, is concerned with predicting and assessing the potential future consequences of policies that are currently under consideration. Both types of analysis are essential components of the policy process, providing critical information at different stages of decision-making to improve outcomes and ensure accountability.

**70.** (B) Policy Evaluation.
Policy evaluation is the systematic process of assessing the extent to which a policy has achieved its intended goals and objectives. This stage occurs after implementation and involves gathering evidence to determine the effectiveness, efficiency, and overall impact of a program. The findings from an evaluation are used to make informed decisions about whether to continue, modify, or terminate a policy. By providing a clear picture of results, evaluation ensures that governments are accountable for the outcomes of their actions.

**71.** (C) A is true but R is false.
Policy implementation is a highly complex stage characterized by significant political challenges and the involvement of numerous actors. It is far from a purely technical or automatic administrative task. Implementation requires the interpretation of goals, the mobilization of resources, and the management of conflicts between different interests. The success or failure of a policy often depends on how effectively

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public demands, provide specialized expertise, and propose alternative solutions to societal problems. By acting as watchdogs, they also monitor government actions and ensure greater accountability. These diverse roles allow civil society to influence both the initial policy agenda and the ultimate outcomes, making them an essential component of a vibrant and responsive democratic policy-making process.

**100.** (D) They seek to influence government policy to favor their own specific interests or causes.
Pressure groups are organized groups that aim to influence public policy decisions to favor the specific interests or causes of their members. Unlike political parties, they do not typically seek to win elections or form the government themselves. Instead, they use tactics like lobbying, advocacy, and public campaigns to pressure policymakers. Their role is to ensure that the concerns of specific sectors of society, such as labor, business, or environmental groups, are represented and considered during the policy-making process.

**101.** (A) (a), (b), and (d) only.
Public opinion influences policy in several ways, primarily by affecting election outcomes and creating a political environment that makes certain options more or less feasible. People express their views through polls, protests, and direct communication with their representatives, which signals to policymakers the level of support or opposition for specific actions. However, public opinion does not have the formal power to directly veto laws passed by the legislature. Its influence is indirect and operates through the political incentives and constraints faced by elected officials.

**102.** (B) Limitations on policy choices due to the prevailing values, beliefs, and traditions of a society.
Cultural constraints on public policy refer to the boundaries placed on government action by the deeply held values, beliefs, and traditions of a society. Certain policy options may be considered socially unacceptable or may face widespread resistance if they conflict with these cultural norms. For example, policies related to sensitive social or religious issues are often heavily shaped and limited by cultural factors. These constraints are often more persistent and difficult to overcome than purely economic or political hurdles, as they involve the core identity of a community.

**103.** (C) Cultural constraint.
When a government is unable to implement a policy like a uniform civil code due to persistent opposition from religious and community groups, it is facing a clear cultural constraint. This type of obstacle arises because the proposed policy conflicts with the deeply held beliefs and traditional practices of specific segments of society. Cultural constraints can be extremely powerful in diverse societies, as they involve sensitive issues of identity and community values. They often require careful negotiation and consensus-building rather than simple legislative or administrative action.

**104.** (A) Both Statement I and Statement II are true.
Pressure groups are a diverse and essential part of a pluralist democracy, representing a wide array of interests ranging from powerful industries to marginalized social causes. Their primary role is to influence policy from the outside using tactics such as lobbying, advocacy, and public campaigns. They are distinguished from political parties because they do not seek to directly contest elections or hold formal government office. By focusing on specific issues, they ensure that diverse voices are heard and considered by those in power.

**105.** (B) d, b, c, a
The policy process follows a logical sequence starting with policy formulation, where solutions are designed. This is followed by policy legitimation or adoption, where the proposed plan is formally approved and given legal force. Once adopted, the policy moves to the implementation stage for execution. Finally, policy evaluation is conducted to assess the effectiveness and results of the intervention. Following this sequence is important for understanding how a government moves from developing an idea to enacting it, carrying it out, and assessing its impact.

**106.** (A) The media's coverage is always a perfectly neutral and objective reflection of reality.
While the media plays vital roles as a watchdog and agenda-setter in the policy process, the idea that its coverage is always perfectly neutral and

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of checks and balances to create and maintain public policy. While international corporations and foreign governments may exert influence, they are not formal institutions of a domestic state's internal policy-making structure.

**79.** (A) They represent the real-world effects and societal changes resulting from a policy.
Policy outcomes are the actual, real-world consequences and societal changes that occur as a result of a government's policy actions. They represent the ultimate impact of the policy on the intended problem or target population. Unlike policy outputs, which are the immediate actions taken by agencies, outcomes focus on the substantive results achieved. Understanding outcomes is essential for evaluating whether a policy has been successful in reaching its goals and for determining its overall value to society.

**80.** (A) Both Statement I and Statement II are true.
Empirical policy analysis focuses on using factual evidence and data to explain the causes of policy decisions and to understand their actual consequences in society. It seeks to provide an objective and explanatory account of the policy world. Normative policy analysis, on the other hand, is prescriptive and focuses on what government actions should be taken based on specific values and goals. Both approaches are essential, as one provides the factual basis for understanding while the other offers the ethical guidance for action.

**81.** (A) c, d, a, b
The policy process is often conceptualized as a cycle of sequential stages. It begins with agenda setting, where problems are identified and prioritized. Next is policy formulation, where solutions and alternatives are developed. This is followed by policy implementation, where the chosen policy is put into action. Finally, policy evaluation occurs to assess the effectiveness and impact of the policy. Following this logical sequence is important for understanding how a public problem moves from identification to a systematic attempt at resolution and assessment.

**82.** (A) The wide range of issues and problems over which governments can and do take action.
The "scope" of public policy refers to the extensive and diverse range of societal issues that are subject to government action and intervention. This includes everything from economic regulation and environmental protection to social welfare and foreign affairs. The scope of policy is dynamic, expanding or contracting over time as new problems emerge and public expectations of government change. Understanding the scope of policy is essential for appreciating the pervasive role that the state plays in managing and shaping various aspects of modern life.

**83.** (C) Retrospective evaluation.
A study conducted by a think tank to understand why a past poverty alleviation program failed is an example of retrospective evaluation. This type of analysis looks back at a program that has already concluded or has been in operation for some time to assess its results against its intended targets. By identifying the reasons for failure, retrospective evaluation provides valuable lessons that can be used to improve future policy design and implementation. It is a critical tool for accountability and organizational learning.

**84.** (C) P-3, Q-2, R-4, S-1
Key concepts in the policy process have distinct definitions. Policy output refers to the tangible things done by government agencies. Policy outcome is the actual societal consequence or real-world effect of those actions. Policy implementation is the process of executing or carrying out the policy plan. Policy evaluation is the systematic assessment of the policy's overall effectiveness and impact. Correctly matching these concepts with their definitions is essential for accurately analyzing and communicating the different components and results of government action.

**85.** (D) A commitment to a single-discipline, purely theoretical approach.
The Policy Sciences movement was primarily driven by a desire to make social science more relevant to real-world problems and a normative concern for democratic values. It was also a response to the increasing complexity of modern, post-industrial societies. In contrast, the movement explicitly rejected a single-discipline, purely theoretical approach. Instead, it advocated for a multi-disciplinary framework that could integrate diverse knowledge to improve public decision-making. This problem-oriented

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these political and administrative hurdles are navigated. Recognizing implementation as a dynamic and contested process is crucial for understanding the entire policy lifecycle.

**72.** (C) It is a purely objective and technical exercise free from political influence.
Policy evaluation is a vital tool for assessing the effectiveness and efficiency of government programs and for making decisions about their future. However, it is rarely a purely objective or technical exercise. Evaluations take place within a political context where different stakeholders have interests in the outcomes. The choice of criteria, data collection methods, and the interpretation of results can all be subject to political influence. Acknowledging this reality is essential for critically analyzing evaluation reports and their impact on future policymaking.

**73.** (D) Outputs are tangible government actions; outcomes are societal impacts.
In policy analysis, it is essential to distinguish between policy outputs and policy outcomes. Outputs represent the immediate, tangible actions or services provided by government agencies, such as the number of schools built or teachers hired. Outcomes are the broader societal impacts or real-world changes that result from these actions, such as an increase in national literacy rates. While outputs are the direct products of implementation, outcomes reflect the actual success or failure of the policy in achieving its ultimate goals.

**74.** (C) (a), (b), and (c) only.
Policy implementation often faces several significant challenges. A common issue is a lack of clear and specific policy objectives, which leaves implementers uncertain about their tasks. Insufficient resources, including both funding and adequately trained personnel, also frequently hinder the process. Additionally, communication failures between different levels of government can lead to confusion and inconsistency. These factors combined can significantly undermine the effectiveness of a policy. In contrast, the complete absence of political debate is rarely a challenge during the implementation phase.

**75.** (B) Ambiguity for implementers on what actions to take and how to measure success.
When a policy document lacks clear and specific objectives, it creates significant ambiguity for those responsible for its implementation. Without precise goals, implementers may struggle to understand what actions are required and how to prioritize different tasks. This lack of clarity also makes it extremely difficult to develop performance indicators and measure the success of the program. Such ambiguity often leads to inconsistent execution and can ultimately result in a failure to achieve the desired societal impact or policy outcomes.

**76.** (C) Yehezkel Dror.
Yehezkel Dror emphasized the importance of a "meta-policy" stage in his optimal model of policymaking. Meta-policy involves making strategic decisions about the policy process itself, including the values, strategies, and structures that should guide all other policy choices. Dror argued that by consciously improving how policy is made, governments can enhance the overall quality and innovativeness of their decisions. This focus on the high-level design of the policy system is a key distinguishing feature of Dror's comprehensive approach to governance.

**77.** (D) Determine the value or worth of a policy or program.
The most fundamental purpose of policy evaluation is to systematically determine the overall value, merit, or worth of a specific government policy or program. It assesses whether the intervention achieved its intended objectives and what its actual impact on society has been. This process provides crucial evidence for making informed decisions about whether to continue, modify, or end a policy. By focusing on the value of results, evaluation promotes accountability and helps governments learn how to address public problems more effectively.

**78.** (A) (a), (b), and (c) only.
In a democratic state, the primary institutions involved in the policy-making process are the legislature, the executive, and the judiciary. The legislature enacts laws, the executive initiates and implements policies, and the judiciary interprets laws and ensures their constitutionality. These three branches work together within a system

constraints involve the need to maintain support and manage competing interests. Institutional constraints arise from the formal structures of government, like the constitution. Cultural constraints are rooted in the prevailing values and traditions of a society. While technological factors are important, they are often considered distinct from these fundamental societal and political categories.

**93.** (A) Shaping the public agenda by highlighting certain issues and influencing public opinion.
The media plays a critical role in the policy process primarily by setting the public agenda. By choosing which issues to cover prominently, the media influences what the public and policymakers consider to be important problems worthy of attention. Additionally, the way the media "frames" these issues can significantly shape public opinion and support for specific policy solutions. While the media does not implement or veto laws, its power to focus public attention makes it a major influence on the priorities and decisions of government.

**94.** (C) Statement I is true, but Statement II is false.
In a democratic system, public opinion acts as a significant constraint and influence on policy choices, as elected officials must remain responsive to their constituents to ensure re-election. While policymakers may not always follow public opinion perfectly, they cannot consistently ignore it on major, high-profile issues without facing significant negative political consequences. Public opinion sets the boundaries of what is considered acceptable or feasible for the government. Therefore, maintaining some level of public support is essential for policy legitimacy and political survival.

**95.** (A) Limitations imposed by the state of the economy, social structure, and income distribution.
Socio-economic constraints on public policy refer to the limitations that arise from a country's economic conditions and social fabric. This includes factors such as the overall level of national wealth, the degree of income inequality, and the state of the labor market. These conditions define what the government can realistically afford to do and what problems are most urgent. For example, a high level of national debt or widespread poverty can significantly restrict the policy options available to a government, regardless of its political intentions.

**96.** (B) P-3, Q-4, R-1, S-2
Different types of constraints on public policy are illustrated by specific examples. Socio-economic constraints are exemplified by high national debt limiting new spending. Political constraints are seen in the need for a leader to maintain a coalition government. Institutional constraints involve formal rules, such as a constitutional provision for the separation of powers. Cultural constraints arise from societal factors like a widespread social taboo against a certain practice. Matching these constraints with clear examples helps in understanding how various factors shape and limit policy choices.

**97.** (A) Policy gridlock and incrementalism.
A highly polarized political environment often results in policy gridlock, as opposing parties find it difficult to reach the consensus necessary for significant action. In such a climate, large-scale and innovative policy solutions are rare. Instead, the process tends to favor incrementalism, where only small, marginal changes that avoid major conflict are possible. This gridlock occurs because each side may have the power to block the other's initiatives, leading to a maintenance of the status quo or very slow and cautious policy development.

**98.** (D) Institutional constraint.
Institutional constraints are the limitations placed on public policy by the formal rules, procedures, and structures of government. Examples include a nation's constitution, the separation of powers between different branches, and the division of authority in a federal system. These established structures define how policies must be made and can create "veto points" that slow down or block change. Understanding institutional constraints is essential for explaining why certain policy processes are more complex or prone to stability than others in different political systems.

**99.** (A) Both A and R are true and R is the correct explanation of A.
Civil society organizations are crucial in shaping public policy because they act as a bridge between the citizenry and the state. They articulate

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and practical focus was a central tenet of the intellectual shift toward policy sciences.

**86.** (A) Both A and R are true and R is the correct explanation of A.
The judiciary, especially higher courts, is an important policy-making institution because of its powers of interpretation and judicial review. When courts interpret the language of a statute or the constitution, they define how a policy will be applied in practice. Furthermore, through judicial review, courts can strike down laws that are found to be unconstitutional, effectively nullifying an entire policy. These actions allow the judiciary to significantly shape the content and direction of public policy, making it a critical participant in governance.

**87.** (D) An approach that emphasizes the active involvement of citizens and stakeholders in the policy process.
The participatory approach to public policy is defined by its emphasis on including citizens and various stakeholders throughout the decision-making cycle. This approach rejects purely top-down, expert-led models in favor of more inclusive and democratic methods, such as public hearings and community consultations. By involving those who are directly affected by a policy, the participatory approach aims to increase the policy's legitimacy, public acceptance, and responsiveness to real needs. It views citizen engagement as an essential component for effective and fair governance.

**88.** (A) (a), (b), and (d) only.
The "Process Approach" to studying public policy focuses on several key components of the policymaking cycle. It identifies the various actors involved in making decisions and examines the sequence of activities that occur, from agenda setting to final evaluation. This approach views policymaking as a fundamentally political activity where different interests interact. However, it does not typically focus on recommending an ethically "best" policy option, as that is the primary concern of a normative approach. Its focus is on the mechanics and dynamics of the process itself.

**89.** (C) Yehezkel Dror.
Yehezkel Dror is the prominent scholar who advocated for a "Normative-Optimal" model of policymaking. He argued that to improve the quality of government decisions, it is necessary to blend systematic rational analysis with extra-rational elements such as intuition and creativity. Dror's model was a reaction against the perceived conservatism of incrementalism and the limitations of pure rationality. By incorporating both systematic thought and innovative judgment, he sought to create a framework that could better address the complex and novel problems faced by modern states.

**90.** (A) Disjointed Incrementalism.
Charles Lindblom's concept of "muddling through" is also widely known as disjointed incrementalism. This model describes policymaking as a series of small, successive steps rather than a centrally coordinated, rational-comprehensive process. It emphasizes that decisions are made by many different actors focusing on limited aspects of a problem. This decentralized and incremental style is seen as a realistic way to navigate the complexities and uncertainties of the political world. It prioritizes marginal changes and political agreement over large-scale, comprehensive planning and optimization.

**91.** (D) He insisted that policy science must be strictly value-free and descriptive.
Harold Lasswell's vision for policy sciences was built on a multi-disciplinary and problem-solving orientation. He firmly believed that the field should not be value-free; instead, it should be normative and explicitly serve democratic values and human dignity. Lasswell argued that the study of public policy should aim to improve the quality of human life and governance. Therefore, the idea that he insisted on a strictly value-free and purely descriptive science is incorrect, as it contradicts the core purpose of his intellectual project.

**92.** (C) (a), (b), (c), and (e) only.
Public policy is subject to several primary categories of constraints that limit governmental choices. Socio-economic factors, such as the level of wealth and inequality, define what is financially and socially feasible. Political

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objective is incorrect. Media outlets can have ideological leanings, commercial interests, or other biases that influence what they choose to report and how they "frame" specific issues. This framing can significantly shape public perception and support for policies. Recognizing these potential biases is essential for a critical understanding of the media's significant influence on public opinion and the government's policy agenda in a modern democracy.

**107.** (D) Do not seek to win elections and control the government directly.
The most fundamental distinction between a pressure group and a political party is their primary goal regarding government power. Political parties seek to win elections, gain legislative majorities, and directly control the government to implement their broad programs. In contrast, pressure groups focus on influencing public policy from the outside to benefit specific interests or causes. They do not aim to hold formal office themselves. Instead, they use lobbying and advocacy to pressure those who are already in power to make favorable decisions.

**108.** (A) (a), (b), (c), and (d) only.
Civil society plays several key roles in the policy-making process, including articulating the needs of different groups, mobilizing public support, and monitoring the impact of policies. It also provides alternative expertise and policy proposals that can enrich the decision-making process. These functions ensure that government actions are more responsive to citizen needs and that officials are held accountable. However, civil society organizations are not a formal branch of government and do not possess any legal veto power over laws or policy decisions.

**109.** (C) Cultural constraints.
Cultural constraints represent the set of formal and informal norms, values, and established beliefs within a society that shape the acceptability of certain public policy choices. These constraints are deeply rooted in a community's history and identity, and they can strongly influence what the public considers to be a legitimate or desirable government action. Policies that clash with these cultural norms often face significant resistance. Understanding these constraints is vital for policymakers to design programs that are socially feasible and culturally sensitive, ensuring better acceptance and implementation.

**110.** (A) They can slow down policy change and create multiple 'veto points'.
Strong institutional constraints, such as a complex federal system or a rigid constitution, tend to slow down the policy-making process. These structures create multiple "veto points"—stages or institutions where a policy can be blocked or delayed. While this can prevent radical or ill-considered changes, it can also lead to policy stability or gridlock, making it difficult to address urgent problems quickly. Such constraints prioritize consensus and deliberate action over speed and innovation, shaping the overall style of governance in a political system.

**111.** (B) P-3, Q-1, R-4, S-2
Various actors perform distinct primary roles in the policy-making process. The media is responsible for setting the agenda and framing issues for the public. Pressure groups aggregate and articulate specific interests to influence decisions. Civil society organizations engage in advocacy and monitor government actions to represent broader citizen interests. Public opinion acts as a source of legitimacy and a broad constraint on policy choices. Matching these actors with their roles highlights the diverse influences that shape government action in a modern society.

**112.** (B) The structure of the legislative committee system.
Socio-economic constraints are those related to the broader economic and social environment, such as poverty levels, the state of the national economy, and the availability of a skilled workforce. These factors define the practical and financial boundaries of what a government can achieve. In contrast, the structure of the legislative committee system is an institutional constraint, as it relates to the internal, formal organization and procedures of a government body. Distinguishing between these different types of constraints is essential for understanding the various sources of policy limitations.

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and strikes down policies that are found to be unconstitutional. Courts also rule on the legality of actions taken by executive agencies. However, the initiation and drafting of new legislation is a function reserved for the legislature and the executive. The judiciary's role is reactive, as it must wait for specific cases to be brought before it.

**58.** (C) Statement I is true, but Statement II is false.
The executive branch, supported by its bureaucracy, is indeed a dominant force in both the formulation and implementation of public policy. Its expertise and administrative capacity are essential throughout the policy cycle. In contrast, the legislature's role does not end once a bill is passed; it maintains a vital oversight function. Through committees and hearings, the legislature monitors implementation to ensure that the executive's actions align with the original intent of the law and public interest.

**59.** (A) Both A and R are true and R is the correct explanation of A.
In modern states, the executive branch has become the primary institution for policymaking. This shift is due to the increasing technical complexity of societal problems, which requires specialized knowledge and large-scale administrative resources. The executive possesses the bureaucracy and expertise needed to analyze these complex issues and formulate detailed solutions. While the legislature remains the formal source of law, the practical work of designing and executing policy is increasingly concentrated within the executive's administrative and specialized agencies.

**60.** (D) Analysis that uses evidence to explain policy causes and predict effects.
Empirical policy analysis is characterized by its reliance on factual evidence to understand the reality of policies. It seeks to provide objective explanations for why certain policies are adopted and what their actual impacts are on society. By using data and observation, this type of analysis can also attempt to predict the likely future consequences of specific policy choices. This approach distinguishes itself from normative analysis by focusing on "what is" rather than making recommendations about what "ought to be."

**61.** (B) Normative analysis.
Normative analysis is specifically concerned with the values, ethics, and goals that should guide public policy. It asks what the government "ought to do" and involves making explicit judgments about the desirability of different outcomes and alternatives. This approach is prescriptive, offering recommendations based on philosophical or moral principles rather than just empirical data. By focusing on the "best" or "right" course of action, normative analysis helps policymakers navigate the ethical complexities of choosing between competing interests and societal goals.

**62.** (B) b, c, a, d
Policy analysis and evaluation can be sequenced based on their temporal focus. Retrospective analysis is past-oriented, examining policies after they have been implemented. Concurrent evaluation happens in the present, during the implementation process. Prospective analysis is future-oriented, assessing potential policies before adoption. Finally, policy forecasting is the most forward-looking, attempting to predict long-term future trends and consequences. This progression from past to future allows for a comprehensive understanding of the entire policy lifecycle across different time periods.

**63.** (A) Descriptive Analysis – What are the causes and consequences of this policy?
Descriptive analysis focuses on providing an objective account of a policy's history, causes, and impacts. It seeks to answer "what happened" and "why" without necessarily making prescriptions. In contrast, prescriptive analysis asks what should be done, while prospective analysis looks at potential future solutions. Retrospective analysis specifically evaluates the impact of past policies. Correctly pairing the type of analysis with its primary question is essential for understanding the specific goals and methodologies of different policy research frameworks.

**64.** (A) Retrospective analysis.
A study that examines the historical reasons for a policy's adoption and analyzes its effects over several decades is conducting retrospective analysis. This type of research looks backward at policies that have already been implemented to understand their long-term consequences and the

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whether a policy has truly succeeded in solving its target problem.

**120.** (A) The conversion of policy plans and intentions into actual action.
Policy implementation is the stage of the policy process where abstract plans and political intentions are converted into tangible actions and results. It involves the mobilization of resources, the issuance of rules and regulations, and the actual delivery of services by government agencies. This stage is often complex and fraught with challenges, as it requires coordination between different actors and the navigation of practical obstacles. Successful implementation is essential for ensuring that a policy moves beyond being a mere promise to having a real impact on society.

**121.** (A) (a), (c), and (e) only.
Policy evaluation is a systematic process used to determine the worth and effectiveness of a policy by comparing its original goals with the actual outcomes achieved. It provides valuable feedback that can be used to improve, modify, or even terminate a program. While it is an essential tool, evaluation is not always conducted by independent agencies, and its findings are not always immediately or fully accepted by policymakers due to political considerations. However, its role in assessing whether goals were met remains a core component of good governance.

**122.** (A) To provide a systematic map for understanding and improving the policy process.
Harold Lasswell developed his framework for policy analysis to provide a systematic and comprehensive map for both understanding and improving the public policy process. His concepts, such as problem orientation and decision functions, were designed to help scholars and practitioners analyze complex societal issues more effectively. Lasswell's vision was not limited to purely technical analysis; it was normative and aimed at realizing democratic values. This framework remains a foundational contribution to the field, emphasizing the importance of a multi-disciplinary and problem-focused approach to governance.

**123.** (D) It is purely descriptive and offers no suggestions for improving policy making.
Yehezkel Dror's "Normative-Optimal Model" is explicitly prescriptive and normative rather than purely descriptive. It was developed as a direct critique of the limitations of incrementalism and aims to provide specific suggestions for improving the quality of government decisions. Dror's model incorporates both rational analysis and extra-rational elements, and it includes the strategic concept of "meta-policy." Its primary goal is to enhance the innovativeness and effectiveness of policymaking, making the idea that it offers no suggestions for improvement completely incorrect.

**124.** (B) P-3, Q-1, R-4, S-2
Different policy concepts have distinct meanings. Retrospective analysis involves looking backward at past policies. Prescriptive analysis focuses on recommending what ought to be done to solve a problem. Empirical analysis is based on verifiable evidence and objective facts. Normative analysis is concerned with identifying the valued goals and ethical principles that should guide policy. Matching these concepts with their meanings provides a clear understanding of the different ways in which public policy can be studied, analyzed, and influenced.

**125.** (A) Both Statement I and Statement II are true.
Non-state actors play diverse roles in the policy process. Civil society organizations often act as watchdogs, monitoring government actions and potentially entering into an adversarial relationship with the state to ensure accountability. At the same time, pressure groups utilize lobbying as a primary tactic to communicate their members' interests directly to policymakers. Both of these functions are essential components of a pluralist democracy, ensuring that diverse viewpoints are represented and that the exercise of government power is subject to external scrutiny and influence.

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**126.** (D) Distributive and redistributive policy statement.
A government's annual budget is a powerful policy statement because it determines how national resources are collected and allocated. It serves as both a distributive tool, providing funds for various public services and projects,

It provides the factual evidence needed for accountability and for learning from experience. By evaluating past performance, retrospective analysis helps policymakers understand what works and why, improving the overall quality of future governance.

**180.** (D) The availability of economic and financial resources.
The most fundamental constraint on any government's public policy ambitions is arguably the availability of economic and financial resources. Regardless of political will or public support, a government can only implement those policies that it can realistically afford to fund. Economic factors, such as the national budget, the level of debt, and the overall health of the economy, set the practical boundaries of policy feasibility. Understanding these financial limitations is essential for explaining why many desirable social and infrastructure projects are often delayed or scaled back in practice.

**181.** (A) Both Statement I and Statement II are true.
In policy analysis, it is essential to distinguish between policy outputs and policy outcomes. Outputs are the specific, tangible actions or services provided by government agencies, such as building a road or processing a permit. Outcomes are the broader real-world effects and societal changes that occur as a result of those actions, such as a reduction in travel time or an improvement in public safety. Both are important components of the policy cycle, with outputs representing the "doing" of government and outcomes representing the actual impact on the community.

**182.** (A) The legislature plays a key role in debating, amending, and legitimizing policy by passing it into law.
The legislature is a central institution in the policy-making process, responsible for the formal legitimation of public policies. It provides a forum where policy proposals are publicly debated, amended, and finally enacted into law as statutes. This representative role ensures that policies are grounded in popular authority. Furthermore, the legislature performs an oversight function, monitoring the executive's implementation of these laws. While the executive initiates and carries out policies, the legislature's power to debate and legitimize them is a fundamental check in a democratic system of governance.

**183.** (D) Yehezkel Dror's.
The concept that extra-rational processes like intuition, professional judgment, and creativity should be systematically incorporated alongside rational analysis is a hallmark of Yehezkel Dror's "Normative-Optimal" model. Dror argued that purely rational methods are often insufficient for addressing the highly complex and novel problems of modern society. His model seeks to improve the quality of policymaking by explicitly recognizing and fostering these extra-rational elements. This comprehensive approach aims to achieve more innovative and effective governance by balancing logical reasoning with creative thinking and experienced judgment.

**184.** (A) The subjective meanings and lived experiences of individuals affected by a policy.
The phenomenological approach to public policy is primarily concerned with understanding the subjective meanings and lived experiences of the individuals who are affected by government actions. This approach rejects the idea of a single, objective reality and focuses instead on how different people perceive and interpret their situation under a specific policy. By exploring these qualitative insights, researchers can gain a deeper understanding of the human and social impact of policies. This perspective is essential for evaluating whether government interventions are truly responsive to the diverse needs and realities of the population.

**185.** (C) Incremental changes and a tendency towards policy stability or gridlock.
A fragmented political system with multiple power centers and "veto points"—such as federalism, a strong bicameral legislature, and coalition governments—is most likely to produce incremental policy change. These structures require extensive negotiation and consensus-building, which slows down the process and makes radical reforms difficult to achieve. This often leads to a tendency towards policy stability or gridlock, where the status quo is maintained because change can be easily blocked. While this prevents impulsive decisions, it also makes it harder for the government to address urgent problems quickly.

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**133.** (A) Judicial policy making.
When a court interprets broad constitutional phrases in novel ways, such as expanding the "right to life" to include a "right to a clean environment," it is engaging in judicial policy making. Through these interpretations, the judiciary creates new standards and obligations that government and citizens must follow. While courts do not initiate legislation, their role in defining the scope and meaning of rights can have a profound and lasting impact on public policy. This demonstrates the judiciary's power as a significant, though reactive, participant in governance.

**134.** (B) To understand policy issues from the perspective of the individuals experiencing them.
The central focus of the phenomenological approach to public policy is to understand societal issues from the subjective viewpoints of the individuals who directly experience them. It prioritizes qualitative insights into how people perceive and interpret government actions in their daily lives. By exploring these personal meanings and lived realities, this approach provides a deep understanding of the human impact of policies. It rejects the idea of a single, objective reality, focusing instead on the diversity of human experience and perception in the policy world.

**135.** (A) (a), (b), and (c) only.
In the policy process, the legislature performs several vital functions, including representing the interests of the electorate and formally legitimizing policies by enacting them into law. It also serves an oversight role, monitoring how the executive branch carries out these policies to ensure accountability. However, the judiciary, not the legislature, adjudicates constitutional disputes. Furthermore, the direct administration of government departments is the responsibility of the executive branch. Understanding these distinct functions is essential for appreciating the checks and balances within a democratic policy-making system.

**136.** (B) Both Statement I and Statement II are false.
The terminology for policy analysis is based on when the analysis occurs relative to implementation. Prospective analysis is "ex-ante" because it happens before a policy is implemented, aiming to forecast future consequences. Retrospective analysis is "ex-post" because it occurs after implementation, focusing on assessing past performance and actual results. Both statements in the question incorrectly swap these terms. Understanding the correct usage of ex-ante and ex-post is essential for accurately describing the temporal focus of different types of policy research and evaluation.

**137.** (C) Recommend which policy alternative should be chosen to solve a problem.
Prescriptive policy analysis is fundamentally geared toward action and decision-making. Its primary goal is to recommend which specific policy alternative is the best choice for addressing a given public problem. This type of analysis is normative, as it involves making value judgments about which outcomes are most desirable. By providing clear guidance on future choices, prescriptive analysis links academic research with the practical needs of policymakers, aiming to identify the most effective and efficient solutions to societal challenges.

**138.** (C) P-3, Q-2, R-1
Major policy theorists are associated with foundational models and approaches. Charles Lindblom is known for his work on incrementalism, or the science of "muddling through." Yehezkel Dror developed the normative-optimal model, which incorporates extra-rational components to improve policy quality. Harold Lasswell is credited with establishing policy sciences as a distinct, problem-oriented, and multi-disciplinary field. Matching these scholars with their specific contributions is essential for understanding the different intellectual traditions that shape the modern study of public policy and governance.

**139.** (D) Yehezkel Dror.
The idea of improving public policymaking through a synthesis of systematic rational analysis and extra-rational inputs, such as creativity and intuition, is the hallmark of Yehezkel Dror's work. He argued that purely rational models are often insufficient for addressing the complex and novel problems of modern society. Dror's "optimal model" seeks to enhance the quality of decisions by balancing logical reasoning with innovative judgment. This comprehensive approach

**153.** (A) It helps to understand and improve how societies are governed and how public problems are addressed.
The primary importance of studying public policy lies in its ability to help us understand and improve the way societies are governed and how complex public problems are addressed. By analyzing the policy process and its outcomes, scholars and practitioners can identify what works, what doesn't, and why. This knowledge is essential for designing more effective and fair interventions to improve the well-being of the population. Ultimately, the study of public policy aims to enhance the quality of collective decision-making and the performance of government institutions.

**154.** (B) It holds that subjective beliefs and normative claims are central to scientific policy analysis.
Logical positivism as a policy approach emphasizes the use of empirical, verifiable evidence and seeks to maintain a strict separation between objective facts and subjective values. It holds that only factual statements that can be scientifically tested are valid for analysis. Therefore, the idea that logical positivism considers subjective beliefs and normative claims to be central to scientific policy analysis is incorrect. On the contrary, this approach explicitly excludes such claims from the scope of scientific inquiry, aiming instead for a value-neutral and objective understanding of policy.

**155.** (D) The Participatory Approach.
A policy that requires public hearings and consultations with citizen advisory boards before a major plan can be approved is a clear application of the participatory approach. This method prioritizes the direct involvement of citizens and stakeholders in the decision-making process to ensure that diverse voices are heard and considered. By building mechanisms for public engagement, the participatory approach aims to increase the legitimacy, transparency, and public acceptance of government actions. This focus on inclusivity distinguishes it from more top-down or expert-led styles of governance.

**156.** (D) A statement that expresses a value judgment or what ought to be.
In the context of public policy, a normative statement is one that expresses a value judgment or a prescription about what "ought to be." Unlike descriptive or empirical statements, which report on factual states of affairs or statistical data, normative statements are based on ethical or moral principles. They help to identify the goals and values that should guide government action. Recognizing the distinction between factual "is" and normative "ought" is essential for a clear and critical analysis of the arguments and choices made in the policy process.

**157.** (C) Yehezkel Dror.
Yehezkel Dror is the scholar credited with advocating for the "optimal model" of policymaking. He presented this model as a superior alternative to the extremes of pure rationality and conservative incrementalism. Dror argued that purely rational models are often unrealistic, while incrementalism can be too cautious to address complex and novel problems effectively. His optimal model seeks to improve policy quality by blending systematic rational analysis with extra-rational elements like intuition and creativity, providing a more balanced and effective approach to strategic decision-making in modern government.

**158.** (B) Policy decisions are, and should be, made through small, incremental adjustments to existing policies.
Charles Lindblom's view on policy making is centered on the concept of incrementalism, or the science of "muddling through." He argued that in the real world, policymakers face significant constraints that make a rational-comprehensive approach impossible. Instead, they make decisions through a series of small, manageable adjustments to current policies. Lindblom defended this incremental style not only as a descriptive reality but also as a normatively sensible way to manage risk and achieve political consensus in a complex and uncertain democratic environment.

**159.** (A) Having the final and absolute power of constitutional review over all laws.
The executive branch plays a broad and central role in policymaking, including initiating legislation, setting the national agenda, and overseeing the bureaucracy that implements policies. It also has the power to issue executive orders and make administrative rules. However,

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health of the country, which directly limits what the government can afford to do. Socio-economic constraints define the practical boundaries of policy feasibility, regardless of political intentions. Understanding these limitations is essential for explaining why certain ambitious social programs may be avoided or delayed in countries facing economic challenges.

**147.** (B) Greater difficulty in achieving policy legitimacy and public cooperation.
Low public trust in government institutions significantly complicates the policy process by making it harder to achieve policy legitimacy and public cooperation. When citizens do not trust the government, they are more likely to resist or ignore new policies, leading to difficulties in implementation and lower levels of compliance. This lack of trust can also increase public skepticism and opposition to government initiatives. Fostering trust is therefore essential for effective governance and for ensuring that public policies are accepted and successful in achieving their goals.

**148.** (B) (a), (b), (c) and (e) only.
Harold Lasswell's vision for the policy sciences was built on several key aspects. He advocated for a multi-disciplinary approach that would draw on knowledge from across the social sciences. He also emphasized that the field should be problem-oriented, contextual, and normative, with the ultimate goal of realizing democratic values and human dignity. Lasswell explicitly rejected the idea that policy science should be purely theoretical or detached from real-world concerns. Instead, he sought to create a field that was deeply engaged with solving significant societal problems.

**149.** (C) It is a dynamic process rather than a single, static decision.
Public policy is best understood as a dynamic and continuous process rather than a single, static decision. It involves a series of interrelated activities, including problem identification, formulation, implementation, and evaluation, which often overlap and repeat in cycles. This process is shaped by ongoing political conflict, changing information, and evolving societal needs. Recognizing policy as a dynamic process highlights the constant interaction between different actors and institutions as they attempt to manage public issues over time in a complex and changing environment.

**150.** (D) The real-world impacts and changes in society resulting from the policy.
Policy outcomes refer to the substantive, real-world impacts and societal changes that occur as a direct result of a government's policy actions. They represent the ultimate consequences of the policy on the target population or the problem it was designed to address. Outcomes are distinct from policy outputs, which are the immediate actions or services provided by government agencies. Understanding and measuring outcomes is essential for evaluating whether a policy has been successful in achieving its intended goals and for determining its overall value to the community.

**151.** (D) Agenda Setting.
Agenda setting is the initial phase of the policy cycle, during which certain issues are identified as significant problems that deserve government attention. Because government resources and time are limited, not all social problems can be addressed at once. This stage involves the process by which some issues move to the forefront of the public and political consciousness, while others are set aside. Understanding how and why certain problems make it onto the government's agenda is essential for analyzing the priorities and direction of public policy.

**152.** (A) Both Statement I and Statement II are true.
Public administration and public policy represent two different but deeply interrelated aspects of governance. Administration is primarily concerned with the "doing" or execution of government decisions, focusing on efficiency and effectiveness in implementation. Policy is concerned with the "deciding" or choice of what should be done, focusing on setting goals and objectives. Together, they form a continuous cycle where policy provides the direction and administration provides the action, both of which are necessary for the successful functioning of the state and its services.

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aims to achieve more innovative and effective governance by balancing logical reasoning with creative thinking and experienced judgment.

**140.** (B) The judiciary has the primary responsibility for initiating, drafting, and passing new laws.
While the judiciary plays a significant role in influencing policy through interpretation and judicial review, it does not have the primary responsibility for initiating, drafting, or passing new laws. Those functions are reserved for the executive and legislative branches of government. The judiciary's influence is reactive and occurs when specific cases are brought before the courts. By defining the legal meaning and constitutionality of policies, the judiciary shapes how they are implemented, but it remains distinct from the proactive lawmaking process.

**141.** (C) (a), (b), and (c) only.
A comprehensive policy evaluation requires several key elements, starting with a clear statement of the policy's original goals. It involves a systematic comparison of these intended goals with the actual outcomes achieved and an analysis of the policy's overall costs and benefits. Crucially, a thorough evaluation should also consider any unintended consequences, whether positive or negative. Disregarding these side effects would result in an incomplete and potentially misleading assessment of the policy's true impact on society and its value as a government intervention.

**142.** (D) Astronomical.
Constraints on public policy are typically categorized into several main types: socio-economic, political, institutional, and cultural. These factors represent the various societal, economic, and structural boundaries that limit the options available to policymakers. Socio-economic constraints involve financial and social conditions, political constraints relate to power dynamics, institutional constraints arise from formal government structures, and cultural constraints are rooted in societal values. "Astronomical" factors are not recognized as a category of policy constraints, as they do not relate to the human and political world of governance.

**143.** (A) Tries to influence public policy in favor of a specific cause or interest without seeking public office.
A pressure group is an organized association of individuals who seek to influence government policy and decisions in favor of a specific cause or shared interest. Unlike political parties, they do not aim to win elections or hold formal public office. Instead, they use various methods like lobbying, public campaigns, and advocacy to pressure those already in power. Their goal is to ensure that the concerns of their members, whether based on economic, social, or environmental issues, are considered during the policymaking process.

**144.** (C) Statement I is true, but Statement II is false.
The media plays a powerful agenda-setting role by choosing which issues to cover, thereby influencing what the public and policymakers consider to be important. However, the idea that media portrayal is always perfectly objective and free from bias is incorrect. Media outlets may have specific ideological leanings or commercial interests that shape their reporting and how they frame issues. Recognizing these potential biases is essential for a critical understanding of how the media influences public opinion and the government's policy agenda in a modern democracy.

**145.** (B) To understand policymaking as a series of sequential and interrelated political activities.
The core idea of the process approach is to analyze policymaking as a dynamic series of sequential and interrelated activities. These stages typically include agenda setting, policy formulation, adoption, implementation, and evaluation. By mapping out this cycle, researchers can identify the key actors and political dynamics at each step. This approach focuses on the mechanics and flow of how a policy moves from an initial idea to a final assessment, providing a structured framework for understanding the complex reality of government decision-making.

**146.** (A) Socio-economic constraint.
When a finance minister points to a high level of national debt and a low tax base as reasons for not implementing a policy, they are explicitly highlighting a socio-economic constraint. These factors relate to the economic and financial

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the final and absolute power of constitutional review over laws is a function of the judiciary, not the executive. In a system of checks and balances, the courts are responsible for ensuring that all policies and laws adhere to the nation's highest legal standards and the constitution.

**160.** (C) Statement I is true, but Statement II is false.
Descriptive policy analysis focuses on providing an objective account of what has happened in the policy world. It seeks to explain why a particular policy was adopted and what its actual real-world effects were. This type of analysis is backward-looking and empirical, aiming to understand the reality of government action. In contrast, recommending what the government should do in the future is the primary goal of prescriptive or normative analysis. Descriptive research provides the factual foundation but does not inherently offer prescriptions for future action.

**161.** (C) Outputs.
Policy outputs are the tangible and immediate results of a government program or action. These are the direct products of the implementation process, such as the number of kilometers of road paved, the number of individuals vaccinated, or the amount of welfare benefits distributed. Outputs are easily measurable and provide a clear picture of what the government has actually done. They are distinct from policy outcomes, which are the broader societal impacts or real-world changes that these outputs are intended to achieve in the long term.

**162.** (A) A lack of clear criteria to judge the policy's success or failure.
A poorly designed policy with ambiguous goals and no clear performance indicators will inevitably face difficulties during the evaluation stage. Without specific and measurable objectives, evaluators will lack the necessary criteria to judge whether the policy has been a success or a failure. This lack of clarity makes it impossible to conduct a systematic and objective assessment of the policy's impact. Such evaluations are often inconclusive and fail to provide the useful feedback needed for future policy design and implementation improvements.

**163.** (D) The constitutional division of powers between the central government and state governments.
In a federal country, the constitutional division of powers between the central and state governments is a classic example of an institutional constraint on public policy. This formal structure defines which level of government has the authority to make decisions on specific issues. It can create complex jurisdictional disputes and "veto points" that slow down or block policy change. Understanding these institutional arrangements is essential for explaining why policy making can be more difficult and requires more negotiation in federal systems compared to unitary ones.

**164.** (D) They are a formal part of the government with the power to enact laws.
Civil society organizations play several important roles in the policy process, such as bringing grassroots perspectives into the debate, providing expertise, and acting as watchdogs for accountability. However, they are not a formal part of the government and do not have the legal power to enact laws. Their influence is external and based on advocacy, mobilization, and expertise. In a democracy, the formal power to legislate is reserved for the elected representatives in the legislature and, in some cases, the executive through delegated authority.

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**165.** (C) Harold Lasswell.
Harold Lasswell is the scholar famously associated with the definition of politics as the study of "who gets what, when, and how." This framework provides a fundamental perspective for understanding the distributive nature of public policy, as it focuses on how resources, power, and benefits are allocated among different groups in society. Lasswell's work emphasized that all policy decisions have winners and losers, and analyzing these distributive impacts is essential for understanding the political dynamics and consequences of government action in any society.

**166.** (A) Both Statement I and Statement II are true.
The study of public policy initially emerged from political science and public administration, focusing on how governments and their bureaucracies operate. Over time, it has evolved into a distinctly multi-disciplinary field. Modern policy studies draw heavily on insights from

and a redistributive tool, shifting wealth through taxation and social spending. By outlining expenditure and revenue, the budget reflects the government's true priorities and its strategy for managing the economy and society. It is perhaps the most significant single document in the entire public policy cycle of any nation.

**127.** (A) Both A and R are true and R is the correct explanation of A.
Charles Lindblom defended his incremental model as both a descriptive reality and a normatively sensible approach to policymaking. He argued that by focusing on small, marginal changes, policymakers can minimize the risk of catastrophic failures that might result from large-scale, untested reforms. Incrementalism allows for constant feedback and easy correction, making it a practical strategy for dealing with complex problems where information is limited. This cautious approach acknowledges the practical constraints of the political world while aiming to maintain social stability and achieve manageable progress.

**128.** (B) The internal governance rules of a private corporation.
Public policy is fundamentally concerned with the actions and decisions of governmental authorities that impact the public or specific social sectors. Decisions about foreign relations, environmental regulations, and the provision of social services like healthcare all fall within this public scope. In contrast, the internal governance rules of a private corporation are private matters and do not constitute public policy, unless they are directly regulated by the state. Distinguishing between public and private spheres is essential for defining the appropriate reach of governmental action and policy analysis.

**129.** (B) Identifying the values and ethical principles that should guide policy choices.
The normative approach to public policy focuses on identifying the underlying values and ethical principles that should inform government decisions. It is prescriptive, asking what goals the state ought to pursue to achieve a just and fair society. Unlike empirical approaches that focus on data and facts, the normative framework prioritizes the "moral ought," providing a basis for choosing between competing interests. This perspective is essential for evaluating the righteousness of policies and for ensuring that government action aligns with fundamental societal values.

**130.** (C) (b), (c), and (d) only.
Political constraints on public policy arise from the dynamics of power and the need to maintain support within the political system. These include factors such as the ideological position of the ruling party, the timing of election cycles, and the necessity of managing relationships with coalition partners. These factors directly influence what is politically feasible for a government to achieve. In contrast, the level of GDP growth is a socio-economic constraint. Understanding these political hurdles is essential for explaining why certain policies are chosen or avoided by government leaders.

**131.** (D) Policy sciences is an academic field used to improve policy and outcomes.
Policy sciences is the academic and multi-disciplinary field of study that seeks to systematically understand and improve the public policy-making process. It provides the analytical tools, models, and knowledge that practitioners use to design and evaluate government actions. While the terms are related, public policy itself refers to the actual decisions and courses of action taken by the state. Therefore, policy sciences serves as the intellectual foundation for improving the quality and effectiveness of public policies and their real-world outcomes in society.

**132.** (C) Policy inaction or the maintenance of an unsatisfactory status quo.
A lack of "political will"—the absence of a firm commitment by government leaders to address a problem—is a significant political constraint. It often results in policy inaction, where the government chooses to do nothing despite the importance of the issue. This leads to the maintenance of an unsatisfactory status quo, as difficult but necessary reforms are avoided to prevent political risk or conflict. Political will is essential for overcoming obstacles and driving meaningful policy change, particularly when dealing with complex or controversial societal challenges.

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**173.** (C) Agenda-setting.
The role of the media in influencing which public issues the population thinks and talks about is known as agenda-setting. By focusing prominent coverage on certain problems, the media helps to shape the priorities for government action. While the media may not tell people exactly "what to think," it is very successful in telling them "what to think about." This power to focus public attention makes the media a critical participant in the early stages of the policy cycle, determining which issues make it onto the government's policy agenda.

**174.** (D) Policies that disproportionately benefit the specific interests of those groups.
Intense lobbying and substantial campaign contributions by powerful and well-funded pressure groups can often lead to policies that disproportionately benefit their specific interests. These groups have the resources to gain access to policymakers and to provide them with specialized information that supports their cause. In a pluralist democracy, this can result in an unequal distribution of influence, where the concerns of powerful interests are prioritized over the broader public good. Analyzing these dynamics is essential for understanding the actual winners and losers in many public policy decisions.

**175.** (D) Public policy is about choice, while public administration is about action.
While public policy and public administration are deeply interconnected, they are distinguished by their primary focus. Public policy is fundamentally about choice—deciding the goals, objectives, and courses of action that the government should pursue to address public problems. Public administration is primarily about action—the practical execution and management of those decisions through bureaucratic structures and government agencies. Together, they form a continuous cycle where policy provides the strategic direction and administration provides the operational delivery of public services and programs.

**176.** (C) Normative Recommendation.
The process approach to policy studies is characterized by its focus on the sequential stages of the policy cycle, such as agenda setting, formulation, and implementation. It seeks to analyze the mechanics of how decisions are made and carried out. However, making a normative recommendation—prescribing what a policy "ought to be" based on ethical or moral values—is not a core component of this approach. Instead, that is the primary focus of normative or prescriptive analysis. The process approach remains descriptive and analytical regarding the steps and actors in the cycle.

**177.** (C) Charles Lindblom.
Charles Lindblom is the scholar who argued that policymakers, due to their cognitive limits and the extreme complexity of societal problems, do not follow a rational-comprehensive model. Instead, they practice "disjointed incrementalism," making small, marginal adjustments to existing policies through a series of successive limited comparisons. Lindblom described this realistic and practical strategy as the science of "muddling through." His work highlighted the importance of recognizing the practical constraints of time, information, and political consensus that shape how decisions are actually made in the real world of governance.

**178.** (A) Retrospective policy evaluation.
A government study conducted after a five-year program has concluded to determine if it achieved its stated objectives is an example of retrospective policy evaluation. This type of analysis looks back at a completed intervention to assess its results, effectiveness, and overall impact. By providing evidence of what was actually achieved, retrospective evaluation ensures accountability and provides valuable lessons for improving the design of future programs. It is a critical "ex-post" activity that closes the policy cycle by providing feedback on past performance to inform future decisions.

**179.** (C) Examination of policies and their effects after they have been implemented.
Retrospective policy analysis refers to the systematic examination of government policies and their actual real-world effects after they have been put into action. This backward-looking approach, often called "ex-post" analysis, is essential for determining whether a policy was successful in achieving its intended goals and for identifying any unforeseen consequences.

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various disciplines, including economics, sociology, law, and management, to address the complexity of societal problems. This multi-disciplinary approach allows for a more comprehensive and sophisticated understanding of how policies are formulated, implemented, and evaluated, and how they impact different sectors of society.

**167.** (D) The importance of including citizens and stakeholders in the decision-making process.
The participatory approach to public policy emphasizes the importance of directly including citizens and stakeholders in the decision-making process. This approach rejects purely top-down or expert-led models in favor of more democratic and inclusive methods. By involving those who are most affected by a policy, it aims to ensure that government actions are more reflective of public needs, leading to increased legitimacy and public acceptance. This focus on engagement and transparency is seen as essential for building trust and achieving successful policy outcomes in a democracy.

**168.** (A) Policy formulation through interpretation.
When a judge clarifies an ambiguous legal phrase, such as "reasonable restrictions," and establishes a new standard, they are effectively participating in policy formulation through interpretation. This judicial action defines the practical scope and meaning of a policy, shaping how it will be applied by government and citizens. While courts do not draft legislation, their role in resolving ambiguities and setting precedents makes them significant actors in the ongoing process of defining and refining public policy. This demonstrates the power of the judiciary in shaping the policy world.

**169.** (C) Prescribes how policies ought to be made in order to improve their quality.
Yehezkel Dror's optimal model is considered "normative" because it is prescriptive rather than merely descriptive. Instead of just explaining how policies are currently made, the model offers specific recommendations for how they "ought to be" made to improve their quality and innovativeness. Dror argued that by following his framework, which blends rational and extra-rational elements, governments can achieve more effective and desirable results. This normative focus on improvement and the "best" way to make decisions is a central feature of his approach to governance.

**170.** (A) It is a dynamic and often political process involving multiple actors and potential obstacles.
Policy implementation is far from a simple or mechanical administrative task. It is a dynamic and fundamentally political process that involves the interaction of multiple actors and the navigation of many potential obstacles. Successful implementation requires the mobilization of resources, the interpretation of broad policy goals, and the management of conflicts between different interests. The real-world success of a policy often depends on how effectively these complex challenges are handled during the implementation stage, highlighting its critical role in the overall policy cycle.

**171.** (D) Prospective analysis.
Prospective analysis is a future-oriented type of research conducted to assess the likely costs, benefits, and effects of a policy before it is implemented. It aims to forecast the consequences of various policy alternatives, helping decision-makers choose the most effective and efficient course of action. By using predictive models and data, prospective analysis provides an "ex-ante" assessment that is essential for making informed and proactive policy choices. This forward-looking approach helps to identify potential problems and opportunities before a commitment to a specific policy is made.

**172.** (A) Both Statement I and Statement II are true.
The economic resources available to a government, such as the overall level of national development and its ability to raise revenue, act as a major constraint on its policy options. These factors define the practical and financial boundaries of what is possible. This is a clear example of a socio-economic constraint. Such limitations significantly influence the government's ability to fund social programs, infrastructure, and other public services, regardless of its political priorities. Understanding these constraints is essential for analyzing the feasibility and direction of a nation's public policy.

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**186.** (A) Articulate and advocate for their specific interests to influence government decisions.
The primary function of a pressure group, such as an industry association or an advocacy organization, is to articulate and advocate for the specific interests and concerns of its members. They aim to influence public policy from the outside by using tactics like lobbying, advocacy, and public awareness campaigns. Unlike political parties, they do not seek to win elections or directly control the government. Instead, they focus on pressuring those in power to make decisions that are favorable to their specific cause, ensuring that diverse viewpoints are represented in the policy-making process.

**187.** (D) It is created in a political vacuum, free from the influence of values and interests.
The idea that public policy is created in a political vacuum, free from the influence of values and interests, is fundamentally incorrect. In reality, policymaking is an inherently political process characterized by conflict and compromise among actors with competing goals and ethical perspectives. Policies are purposive and goal-oriented actions based on authoritative law, but they are always shaped by the prevailing values and interests within a society. Understanding these political dynamics is essential for analyzing why certain policy choices are made and how they impact different groups in society.

**188.** (C) Policy Sciences.
The academic discipline of "Policy Sciences" emerged in the mid-20th century, championed by scholars like Harold Lasswell, to systematically study and improve the public policy-making process. It was envisioned as a multi-disciplinary, problem-oriented, and normative field that would link scientific knowledge with ethical public action. The movement sought to move beyond the narrow focus of traditional public administration toward a more comprehensive understanding of how public decisions are made and how they can be enhanced to better serve democratic values and achieve significant societal improvements.

**189.** (D) Statement I is false, but Statement II is true.
The normative approach to public policy is fundamentally prescriptive rather than purely descriptive. It does not simply describe what a policy is; instead, it focuses on identifying and recommending the values, ethical principles, and goals that a policy should pursue. This approach asks what the government "ought to do" to create a more just and fair society. By incorporating value judgments into the analysis, the normative framework provides a basis for evaluating the righteousness of policy choices and for guiding decision-makers toward achieving the most desirable societal outcomes.

**190.** (D) Logical Positivism.
A policy analyst who relies exclusively on quantitative data and cost-benefit analysis while ignoring public feelings and subjective feedback is closely aligned with logical positivism. This approach emphasizes the importance of empirical, verifiable evidence and seeks to maintain a strict separation between objective facts and subjective values. It holds that policy analysis should be an objective, "scientific" exercise free from personal or community biases. By prioritizing technical accuracy over qualitative insights, logical positivism aims to provide a factual and value-neutral basis for government decision-making.

**191.** (A) Be directed towards providing intelligence for solving real-world social problems.
According to Harold Lasswell, a "problem-oriented" approach means that the primary goal of the policy sciences should be to provide useful intelligence for solving significant, real-world social problems. This perspective moves away from abstract theoretical research toward practical inquiry that can directly inform government action. By focusing on tangible societal challenges, the policy sciences aim to make a meaningful contribution to the well-being of the population. This commitment to practical problem-solving is a core pillar of Lasswell's vision for a relevant and impactful academic field that serves human dignity.

**192.** (B) It is a barrier to a policy's acceptance or implementation due to prevailing social norms and values.
A cultural constraint on public policy is a barrier that arises from the prevailing social norms, values, and traditions of a society. Certain government actions may face widespread resistance or be considered socially unacceptable if they conflict with these deeply held cultural

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**218.** (A) Having the final and absolute power of constitutional review over all laws.
The modern executive branch plays several primary policy-making roles, including setting the national agenda, formulating detailed proposals, and directing the bureaucracy during implementation. However, the final and absolute power of constitutional review over all laws is a function of the judiciary, not the executive. In a system based on the separation of powers, the courts are responsible for ensuring that all policies and laws adhere to the nation's constitution. This judicial check prevents the executive or legislature from overstepping their legal authority and protects the fundamental rights of the citizenry.

**219.** (A) Process Approach.
The study of public policy that focuses on the sequence of activities and the behavior of the various actors involved in those activities is known as the process approach. It analyzes the policymaking cycle as a series of stages, such as agenda setting, formulation, implementation, and evaluation. This approach aims to understand the mechanics of how decisions are made and carried out over time. By mapping out this process, researchers can identify the key political dynamics and institutional roles at each step, providing a structured framework for studying the complex reality of government governance.

**220.** (B) Monitoring and accountability.
When an international NGO publishes a "shadow report" that critically analyzes a government's compliance with a treaty, it is performing a monitoring and accountability function. This is a key role for civil society in the policy process, ensuring that governments are held to their promises and international obligations. By providing an independent assessment of policy implementation and outcomes, civil society organizations promote transparency and provide essential information to the public and the international community. This watchdog role is vital for ensuring that public policies are effective and that governments remain accountable for their actions.

**221.** (B) Policy inaction.
Public policy is defined by what governments choose to do as well as what they choose not to do. A government's explicit and conscious decision to not enact a new law on a particular issue, thereby preserving the current state of affairs, is a form of policy known as policy inaction. This is a purposive choice, often made after deliberation, where maintaining the status quo is seen as the most desirable or politically feasible option. Recognizing inaction as a policy choice highlights that refraining from intervention is a valid exercise of government authority and a response to societal issues.

**222.** (C) Goals are ambiguous, and information is incomplete.
According to Charles Lindblom, the "science of muddling through," or incrementalism, is a particularly effective and realistic strategy when policy goals are ambiguous and information is incomplete. In such complex and uncertain environments, a rational-comprehensive approach is often impossible. Instead, making small, marginal changes to existing policies allows policymakers to minimize risk and move forward without having to reach a difficult consensus on large-scale goals. This decentralized and cautious approach acknowledges the practical constraints of the political world while aiming to achieve manageable progress through successive limited comparisons.

**223.** (A) The level of wealth, inequality, and economic structure in a society that limits what is feasible.
A socio-economic constraint on public policy refers to the limitations that arise from the broader economic and social conditions of a society, such as the overall level of wealth, the degree of income inequality, and the economic structure. These factors define the practical and financial boundaries of what the government can realistically afford to do and what problems are most urgent. For example, widespread poverty or a high level of national debt can significantly restrict a government's policy options, regardless of its political intentions. Understanding these constraints is essential for analyzing the feasibility of policy choices.

**224.** (C) Statement I is true, but Statement II is false.
Retrospective analysis is highly valuable for ensuring accountability and for learning lessons from past policy successes and failures by looking backward at actual results. However, its findings

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**199.** (D) Charles Lindblom.
Charles Lindblom is the scholar who proposed that policy making is best understood as a process of "successive limited comparisons," leading to incremental change. He argued that instead of following a rational model, policymakers make decisions through small, manageable steps that avoid radical departures from the status quo. Lindblom described this realistic strategy as the "science of muddling through." His work highlighted the practical constraints of time, information, and political consensus that shape how decisions are actually made, emphasizing that agreement among actors is often a key test of a good policy.

**200.** (A) Contribute to the realization of human dignity and democratic values.
The ultimate and overarching goal of the policy sciences, as originally envisioned by Harold Lasswell, was to contribute to the realization of human dignity and democratic values. He believed that the systematic study of public policy should not be a purely technical exercise but a normative one, aimed at improving the quality of human life and the practice of democracy. By linking scientific knowledge with ethical public action, the policy sciences were intended to provide the intelligence needed to solve significant societal problems and to advance the common good in a meaningful way.

**201.** (C) Public Policy.
Public policy encompasses the entire sum of government action and inaction in response to public issues. This includes everything from coercive measures like taxation and formal laws to symbolic gestures and the deliberate decision to not intervene in a specific matter. It represents the authoritative choices made by state officials to achieve certain goals or values. By considering both what governments do and what they refrain from doing, the concept of public policy provides a comprehensive framework for understanding the pervasive role and impact of the state on society.

**202.** (D) Statement I is false, but Statement II is true.
The phenomenological approach to public policy does not seek to discover universal causal laws, as it rejects the idea of a single, objective reality. Instead, it places great value on the subjective interpretations and meanings that different actors—including citizens and officials—attach to a policy and its consequences. This approach focuses on understanding the qualitative and personal experiences of those affected by government actions. By exploring these diverse perspectives, researchers can gain a deeper and more nuanced understanding of how policies actually function and impact people in different social and cultural settings.

**203.** (D) It advocates for a blend of rational analysis and extra-rational elements like intuition.
A key feature of Yehezkel Dror's "Normative-Optimal Model" of policymaking is its advocacy for a blend of systematic rational analysis and extra-rational elements, such as intuition, professional judgment, and creativity. Dror argued that purely rational models are often unrealistic and insufficient for addressing complex, novel societal problems. His model aims to improve the quality of government decisions by explicitly fostering and incorporating these innovative processes. This comprehensive approach provides a more sophisticated and effective way of managing societal challenges compared to simple incrementalism or purely technical rational models.

**204.** (B) Oversight function.
When a parliamentary committee holds public hearings to question ministers and officials about the expenditure and results of a national project, it is performing its oversight function. This is a vital role of the legislature in a democracy, ensuring that the executive branch is held accountable for how it implements policies and spends public funds. Through oversight, the legislature monitors whether the executive's actions align with the original intent of the law and the public interest. This process promotes transparency, identifies failures, and provides feedback for future policy-making cycles.

**205.** (C) Forecasting the likely consequences of policy alternatives not yet implemented.
Prospective policy analysis is primarily concerned with forecasting and assessing the likely consequences of various policy alternatives before any specific action is taken. This "ex-ante" approach aims to provide decision-makers with the information needed to choose the

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with one field constantly informing and enabling the other.

**245.** (D) the rise of complex societal challenges and the welfare state.
The transition of public policy into a specialized academic field was driven by the increasing complexity of modern society. As the welfare state expanded, traditional administrative methods proved insufficient for handling multi-faceted problems. This evolution necessitated a more rigorous and analytical framework to understand how government actions could effectively address intricate social, economic, and security-related issues.

**246.** (C) a comprehensive process with multiple stages.
Modern policy sciences interpret public policy as an intricate, multi-layered progression rather than a simple end product. This perspective views policy through a series of continuous stages, starting from the initial identification of a problem through to formulation, implementation, and final evaluation. This cyclical understanding highlights the dynamic nature of how government decisions are developed and refined.

**247.** (B) dissatisfaction with existing approaches for solving complex modern problems.
The development of policy sciences was primarily sparked by the realization that historical governance models were too limited. Previous frameworks, which focused heavily on institutional structures and legalities, failed to provide adequate solutions for the multifaceted difficulties of the mid-twentieth century. This gap created a practical demand for more effective, problem-solving methods to improve government decision-making.

**248.** (D) Problem-oriented, multi-disciplinary, and contextual.
The approach characteristic of policy sciences is defined by its focus on practical issues and its integration of diverse academic fields. It moves beyond single-discipline theories by incorporating insights from sociology, economics, and psychology. Furthermore, it emphasizes the importance of specific circumstances and environments, ensuring that policy solutions are tailored to the unique context of the problem.

**249.** (A) It expanded the administrator's role to include policy analysis and formulation.
The rise of policy sciences fundamentally altered the duties of public administrators within the governing process. No longer restricted to mere implementation, administrators are now expected to be active participants in the analytical and developmental stages of policy. By utilizing sophisticated analytical tools, they contribute to the creation and refinement of policies, leading to a more integrated management paradigm.

**250.** (C) describing what government does to analyzing and improving its actions.
A major shift occurred when governance studies moved away from simply documenting government activities to actively seeking ways to enhance them. While traditional administration focused on descriptive accounts of institutional functions, the newer policy science framework emphasizes the critical analysis of processes and outcomes. This transition aims to improve the overall effectiveness and impact of governmental decisions on society.

**251.** (A) two sides of the same coin of governance.
The integrated paradigm of public management suggests that policy and administration are fundamentally inseparable parts of the same governing entity. Rather than viewing them as sequential or hierarchical steps, this perspective treats them as interconnected facets. This unified view recognizes that effective governance requires a seamless blend of analytical policy design and sophisticated administrative execution to achieve societal goals.

NODIA

**252.** (D) The Process Approach.
This specific analytical framework organizes the study of policymaking by dividing it into a series of distinct functional steps. These steps typically include activities such as setting the agenda, formulating specific rules, and evaluating the final results. By viewing policy through this linear structure, analysts can more easily track and manage how government decisions evolve and progress over time.

**253.** (B) Logical Positivism.
Analysts who prioritize empirical and verifiable data above all else are following the principles of logical positivism. This approach focuses

**212.** (D) Logical Positivism.
Logical positivism is the approach to policy studies that emphasizes a strict separation between objective facts and subjective values. It holds that facts are the proper domain of scientific analysis, while values and normative claims are outside the scope of scientific inquiry because they cannot be empirically verified. This approach seeks to build a more rigorous and objective basis for policy analysis by focusing exclusively on data that can be observed and measured. By aiming for value-neutrality, logical positivism seeks to increase the technical accuracy and reliability of information used in policymaking.

**213.** (B) It encompasses a wide range of government activities, including regulation, distribution, and symbolic actions.
The scope of public policy is extensive and includes a wide range of governmental activities that affect society. This encompasses regulatory actions like environmental laws, distributive actions like providing social services, and even symbolic actions that represent societal values. It is not limited to domestic issues or to policies involving large expenditures. Public policy represents the entire course of government action or inaction across various sectors, including foreign affairs, economic management, and social welfare. Understanding this broad scope is essential for appreciating the pervasive role of the state in modern life.

**214.** (B) Failure during the policy implementation stage.
A common cause of failure during the policy implementation stage is the lack of sufficient financial resources and a shortage of trained personnel within the responsible government agency. Even a well-formulated policy can fail to achieve its goals if the practical means to carry it out are missing. Implementation requires the mobilization of funds, the coordination of staff, and the management of logistics. When these essential resources are inadequate, the policy's goals remain unfulfilled, highlighting the critical importance of ensuring administrative and financial capacity during the planning phase of the policy cycle.

**215.** (C) His foundational call for "policy sciences" as a distinct, multi-disciplinary, problem-oriented, and normative field.
Harold Lasswell's most significant and lasting contribution to the field is his foundational call for the development of "policy sciences." He envisioned this as a distinct, multi-disciplinary field focused on solving significant societal problems while explicitly promoting democratic values and human dignity. Lasswell argued that the study of public policy should transcend narrow academic boundaries to provide the intelligence needed for better governance. This vision moved the field beyond traditional administration toward a more comprehensive, values-driven, and problem-focused understanding of how public decisions can improve the human condition.

**216.** (A) Outcomes or impacts.
The consequences of a policy, whether they were intended by the policymakers or were unforeseen and unplanned, are considered part of its overall outcomes or impacts. Outcomes represent the real-world changes that result from government action. Unintended consequences can be positive or negative and are a critical part of any thorough policy evaluation. Analyzing both intended and unintended effects provides a more complete understanding of a policy's true value and effectiveness. This comprehensive view helps policymakers learn from experience and design more effective interventions that anticipate a wider range of potential societal results.

**217.** (C) Statement I is true, but Statement II is false.
Pressure groups are an essential and accepted feature of pluralist democratic systems, as they represent the diverse interests and concerns of various societal segments. However, their existence does not guarantee that all interests are represented equally or have the same level of influence on policy. In reality, groups with more resources, funding, and better organization often have a significantly greater ability to influence policymakers than marginalized or less organized groups. Understanding these disparities in power and influence is essential for a critical analysis of how public policy is actually shaped in a modern democracy.

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beliefs. These constraints define the boundaries of what is considered legitimate or feasible in a specific social context. Understanding cultural constraints is vital for policymakers to design programs that are socially sensitive and have a better chance of being accepted and successfully implemented by the community they target.

**193.** (A) Judiciary.
The judiciary is the primary institution of government responsible for interpreting laws and determining their constitutionality in the context of specific legal cases. Through the powers of statutory interpretation and judicial review, courts ensure that public policies and executive actions adhere to the nation's highest legal standards and the constitution. While the judiciary is reactive—responding only to cases brought before it—its role in defining the legal meaning and validity of policies makes it a critical participant in the overall governance and policy-making process of any modern state.

**194.** (A) Empirical analysis is about facts and explanation, while normative analysis is about values and prescription.
The fundamental difference between empirical and normative policy analysis lies in their primary goal and focus. Empirical analysis is concerned with facts and objective explanation, seeking to understand the causes and consequences of policies based on evidence. Normative analysis, on the other hand, is concerned with values and prescription, focusing on recommending what government actions should be taken based on ethical principles and goals. Both types of analysis are essential for a complete understanding of public policy, as one provides the factual basis while the other offers ethical guidance.

**195.** (C) Statement I is true, but Statement II is false.
Policy evaluation is a versatile tool that can be conducted during implementation, known as formative evaluation, to improve a program as it develops, or after its completion, known as summative evaluation, to assess its final results. However, the idea that its sole purpose is to justify terminating programs is incorrect. The goal of evaluation is to systematically determine the value and effectiveness of a policy to inform future decisions, which can include continuing, modifying, or scaling up successful programs as well as ending those that fail to meet their intended goals.

**196.** (D) Policy implementation.
Policy implementation is the critical stage in the policy process where the broad goals and objectives of a public policy are converted into tangible results and societal change. It involves the mobilization of resources, the issuance of specific rules and regulations, and the actual delivery of services by government agencies and their personnel. This stage is often complex and dynamic, as it requires the practical execution of political plans in a real-world environment. Successful implementation is essential for ensuring that a policy moves beyond being a promise to having a meaningful impact on society.

**197.** (C) The issue being placed on the government's policy agenda.
High levels of sustained media attention on a particular problem, such as rising pollution, significantly increase the likelihood that the issue will be placed on the government's official policy agenda. The media plays a powerful role in shaping what the public and policymakers consider to be important problems that deserve attention. By focusing public awareness and concern, the media can create political pressure for action, forcing government leaders to prioritize certain issues over others. This agenda-setting power makes the media a major influence in the early stages of the policy cycle.

**198.** (B) Public opinion is always well-informed, stable, and internally consistent.
While public opinion is a significant force in a democracy, the idea that it is always well-informed, stable, and internally consistent is incorrect. In reality, public opinion can be volatile, poorly informed on complex issues, and sometimes contradictory. However, elected officials still pay close attention to it to ensure their political survival. Public opinion sets the boundaries for acceptable policy options and can be influenced by the media and political leaders. Understanding the dynamic and sometimes complex nature of public attitudes is essential for analyzing the relationship between the citizenry and the government.

NODIA

do not provide definitive or certain predictions about the future. While past performance is an important guide, many factors can change, including the political, social, and economic context. Therefore, while retrospective evaluation provides essential feedback, it cannot guarantee that a similar policy will perform exactly the same way in a different future situation. It offers informed insights rather than certain predictions.

**225.** (A) Harold Lasswell.
Harold Lasswell is the scholar who famously condensed the essence of political and policy analysis into the question "who gets what, when, and how." This framework provides a fundamental perspective for understanding the distributive nature of public policy, as it focuses on how resources, power, and benefits are allocated among different groups in society. Lasswell's work emphasized that all policy decisions have distributive consequences, and analyzing these impacts is essential for understanding the political dynamics and real-world results of government action in any organized society.

**226.** (C) Whether the policy can garner enough support from officials and the public.
The "political feasibility" of a policy refers to the extent to which a proposed plan can garner sufficient support from government officials, political parties, and the general public to be adopted and successfully implemented. Even a technically sound and financially affordable policy may fail if it lacks political support. Factors influencing feasibility include the prevailing political ideology, the strength of opposing interests, and the timing of the election cycle. Understanding political feasibility is essential for policymakers to design interventions that are not only desirable but also practically achievable within a given political environment.

**227.** (D) It increases the pressure on policymakers for quick responses and can shorten decision-making timelines.
The rise of 24-hour news cycles and social media has significantly increased the pressure on policymakers to provide quick responses to emerging issues. This often shortens the decision-making timeline, leaving less room for careful and deliberate analysis. While information spreads faster, it can also increase the volatility of public opinion, forcing government leaders to react to immediate crises or public outcries. Understanding these modern communication dynamics is essential for analyzing how the speed and pressure of the information age shape the overall quality and pace of the public policy process in contemporary governance.

**228.** (A) Outputs (e.g., number of police officers hired) are the means intended to produce outcomes (e.g., a lower crime rate).
In policy analysis, it is essential to understand the relationship between policy outputs and policy outcomes. Outputs are the immediate, tangible products of government action, such as the number of police officers hired or kilometers of road paved. These are the means intended to achieve policy outcomes, which are the broader societal impacts or real-world changes, such as a lower crime rate or improved transportation efficiency. While outputs represent the activity of government, outcomes represent the actual success or failure of the policy in achieving its ultimate societal goals.

**229.** (C) Dealing with novel, complex, and rapidly changing problems that require innovation.
Yehezkel Dror's critique of incrementalism is based on its perceived unsuitability for addressing novel, highly complex, and rapidly changing problems. He argued that merely making small adjustments to past policies is inadequate when significant innovation and creative thinking are required. Incrementalism is inherently conservative and tends to repeat past mistakes rather than fostering the bold new strategies needed for major societal transformations. Dror emphasized the need for an "optimal model" that could better handle these unprecedented challenges by blending systematic rational analysis with innovative judgment and extra-rational processes.

NODIA

**230.** (D) Statement I is false, but Statement II is true.
While the process approach provides a useful conceptual map, it is an incorrect simplification to say it offers a perfectly linear description of how policies are always made. In reality, the policy process is often messy and cyclical, with various stages frequently overlapping, interacting, and repeating. For example, evaluation findings can lead back to new formulation or agenda setting.

Understanding this complex and non-linear reality is essential for an accurate analysis of how government decision-making actually functions in a dynamic political environment where information and circumstances are constantly changing.

**231.** (B) Observation, experience, and verifiable evidence.
In the context of policy analysis, the term "empirical" refers to research and analysis that is based on observation, experience, and verifiable evidence. This approach seeks to provide an objective and factual understanding of policy by using data that can be scientifically tested and measured. Empirical analysis focuses on explaining "what is"—the actual causes and consequences of policy—rather than making normative judgments about what "ought to be." This focus on factual evidence is intended to increase the reliability and precision of information used in the public policy-making process.

**232.** (A) Priming.
Priming is the process by which the media influences the standards and criteria that the public uses to evaluate political leaders, candidates, and their policies. By giving prominent coverage to certain issues, the media "primes" the audience to consider those issues as the most important benchmarks for judging the performance of government. For example, if the media focuses heavily on the economy, the public is more likely to evaluate leaders based on economic indicators. This power to shape evaluation criteria makes the media a major influence on public perception and political legitimacy.

**233.** (A) Commanding the bureaucracy to ensure day-to-day execution of policy.
The primary functions of the legislature in the policy process include debating and amending proposals, providing formal legal sanction through statutes, and overseeing the actions of the executive branch. However, the day-to-day command and management of the bureaucracy to ensure the execution of policy is a function of the executive, not the legislature. While the legislature sets the legal framework and monitors results, the practical work of implementation and administrative leadership is the responsibility of the executive branch and its various government agencies and personnel.

**234.** (A) The Dror-style Optimal Model.
When a government sets up an expert committee to study a complex, unprecedented challenge and recommend a long-term strategy, it is moving toward the logic of the Dror-style optimal model. This approach recognizes that simple incrementalism is inadequate for addressing novel problems that require innovation and systematic rational analysis. Dror's model emphasizes the importance of strategic, meta-policy thinking and the use of both logical reasoning and creative judgment. This proactive and comprehensive effort to improve the quality of policymaking for difficult new issues is a central feature of his model.

**235.** (D) Socially constructed and dependent on the subjective interpretations of those who experience it.
The core argument of the phenomenological approach is that the "reality" of a public policy's impact is not a single, objective fact. Instead, it is socially constructed and depends on the subjective interpretations of the individuals who experience it. This perspective prioritizes qualitative understanding of how people perceive and make sense of government actions in their daily lives. By exploring these diverse perspectives, the phenomenological approach provides a deeper and more nuanced understanding of the human impact of policy, acknowledging that different groups may interpret the same policy in very different ways.

**236.** (B) The results and impacts of a policy are systematically assessed against its goals.
Policy evaluation is the stage in the policy cycle where the results and actual impacts of a government intervention are systematically assessed against its original goals and objectives. This process involves gathering and analyzing evidence to determine the effectiveness, efficiency, and overall value of a policy. The findings from evaluation provide essential feedback for future policy-making cycles, informing decisions about whether to continue, modify, or terminate a program. By assessing performance, evaluation promotes government accountability and helps

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to identify more effective ways to solve significant societal problems.

**237.** (C) Statement I is true, but Statement II is false.
Cultural constraints on public policy are deeply rooted in the shared values, beliefs, and traditions of a society, forming a significant barrier to the acceptance of certain government actions. However, the idea that these constraints are superficial and can be quickly changed by a simple decree or law is fundamentally incorrect. Cultural norms are often highly persistent and resistant to rapid change, as they are central to a community's identity. Effectively addressing cultural constraints usually requires long-term effort, sensitive negotiation, and consensus-building rather than just administrative or legislative action from the top down.

**238.** (D) To act as a voice for citizens, advocate for specific causes, and hold government accountable.
A primary role of civil society organizations in the policy-making process is to act as a voice for citizens, advocate for various causes, and hold the government accountable for its actions. They perform this by articulating the needs of different groups, providing alternative expertise, and monitoring the implementation and results of public policies. While they do not have formal government authority or the power to enact laws, their advocacy and watchdog functions are essential for ensuring that governance is transparent, responsive to public needs, and consistent with democratic values.

**239.** (A) The Policy Sciences movement.
The "Policy Sciences" movement, advocated by scholars like Harold Lasswell, was the intellectual shift toward a multi-disciplinary, problem-oriented, and normative study of public decision-making. Its goal was to improve the practice of democracy by linking academic knowledge with ethical public action. The movement sought to move beyond narrow traditional administration toward a comprehensive understanding of how public decisions are made and how they can be enhanced to better serve democratic values and achieve significant societal improvements. This foundational approach continues to shape the modern study and practice of public policy today.

**240.** (A) Value-laden and action-recommending.
The fundamental difference between prescriptive and descriptive policy analysis lies in their intent and orientation. Prescriptive analysis is inherently value-laden and action-recommending, as it focuses on identifying which policy alternative is the "best" or "most desirable" course of action to solve a identified problem. Descriptive analysis, in contrast, is factual and explanatory, aiming to provide an objective account of past or current policies and their actual effects. While descriptive analysis provides the factual foundation, prescriptive analysis offers the ethical and strategic guidance needed to make future policy decisions and improve outcomes.

**241.** (B) Public Opinion.
Public opinion refers to the aggregate of individual attitudes and

**242.** (B) A deliberate, goal-oriented course of action or inaction by government.
Public policy is essentially characterized as a purposive and intentional path taken by state administrative bodies. This purposeful direction serves to address specific public issues through either action or chosen inaction. Such government behavior is not random but follows a principled guide to reach defined goals within the boundaries of legal and institutional norms.

NODIA

**243.** (A) convert political intentions and societal values into concrete actions.
The significance of public policy stems from its transformative role in the governance process. It acts as the mechanism through which abstract political commitments and broader community values are turned into actual services and programs. By facilitating this conversion, public policy directly influences the overall standard of living and quality of life for the citizenry.

**244.** (C) They share a dynamic and symbiotic relationship, each informing the other.
The interaction between public policy and public administration is described as mutually beneficial and interconnected. Rather than being isolated fields, they exist in a state where policy provides the goals and frameworks, while administration provides the means for execution. This ongoing exchange ensures that both areas evolve together,

most effective and efficient course of action to solve a identified problem. By using predictive models and analyzing available data, prospective analysis helps to understand the potential risks and benefits of different options. This forward-looking research is essential for making informed and proactive decisions that can achieve desired societal goals.

**206.** (D) Socio-economic constraints.
Factors such as high inflation, GDP growth, and unemployment levels are all critical socio-economic constraints on public policy. These conditions represent the overall economic health and social fabric of a nation, which directly limit the options available to policymakers. For example, a high unemployment rate may force a government to prioritize job creation policies, while a low GDP or high inflation can restrict the amount of public expenditure available for other programs. Understanding these socio-economic constraints is essential for explaining the practical and financial boundaries of government action in any society.

**207.** (A) Scope, with civil society often advocating for broader public interests versus the specific interests of pressure groups.
While both civil society organizations and pressure groups seek to influence public policy, the primary distinction between them often lies in their scope and focus. Civil society organizations, such as human rights NGOs, frequently advocate for broader public interests and the common good. Pressure groups, such as trade associations or labor unions, typically focus on advancing the specific economic or social interests of their own members. Both play essential roles in a pluralist democracy, ensuring that diverse viewpoints and concerns, from the specific to the universal, are represented in the policy process.

**208.** (B) It is a neat, linear process where one stage is completed before the next begins.
The idea that the policy process is a neat, linear sequence where one stage is completely finished before the next begins is an incorrect simplification. In reality, the policy process is often messy, cyclical, and non-linear. The various stages, such as formulation, implementation, and evaluation, frequently overlap, interact, and repeat in complex ways. For example, evaluation findings often feed back into agenda setting or result in immediate changes to implementation. Understanding this messiness and overlap is essential for a realistic analysis of how public policy actually operates in a dynamic political world.

**209.** (B) Lindblom's Incrementalism.
A policymaker who chooses to make a small adjustment to an existing program rather than attempting a radical and untested overhaul is reflecting the logic of Charles Lindblom's incrementalism. This approach, also known as "muddling through," focuses on making marginal changes whose effects are more easily understood and corrected if necessary. Incrementalism is seen as a realistic and politically feasible strategy for navigating complex problems where information is limited and consensus is difficult to achieve. It prioritizes stability and manageable progress over the risks associated with large-scale, transformative policy changes.

**210.** (D) Statement I is false, but Statement II is true.
The judiciary does not create policy out of nothing; it is not a proactive law-making body like the legislature. Instead, judicial policy making primarily occurs through the interpretation of existing legal texts, such as constitutions, statutes, and past precedents. When courts resolve ambiguities in these texts, they effectively shape how policies are understood and applied in practice. This interpretive function allows the judiciary to influence the content and direction of public policy significantly, but its role remains reactive and grounded in the act of applying existing law to specific cases.

**211.** (C) Policy legitimation or adoption.
Policy legitimation, or adoption, is the formal stage in the policy process where a proposed plan is approved and given legal force by a legitimate governmental body, such as the legislature. This stage provides the necessary legal authority for the policy and ensures that it is grounded in representative approval. Without formal adoption, a policy proposal remains just an idea without the power of the state behind it. Legitimation is a critical step because it provides the legal basis for the subsequent implementation of the policy by the executive branch and its bureaucracy.

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exclusively on establishing objective cause-and-effect relationships using observable facts. It deliberately avoids subjective value judgments or ethical debates, aiming instead for a purely scientific and neutral assessment of policy issues based strictly on quantifiable evidence and measurable outcomes.

**254.** (C) the subjective meanings and lived experiences related to a policy.
This perspective emphasizes that the reality of a policy is constructed through the perceptions of individuals and social groups. It moves away from objective data to explore the interpretations and personal experiences of those affected by government actions. Understanding these subjective viewpoints is considered essential for a complete analysis, as it reveals how different stakeholders find meaning in policies.

**255.** (D) The Normative Approach is value-laden, while Logical Positivism seeks to be value-neutral.
The primary distinction lies in their treatment of ethical standards and societal values during the analysis process. While one framework attempts to maintain a purely objective and fact-based stance by excluding personal or moral opinions, the other is explicitly built upon what policies should ideally achieve. The latter evaluates government actions against specific principles of justice, ethics, and social goals.

**256.** (A) Participatory Approach.
The belief that policy success depends on the involvement of local groups and stakeholders highlights a commitment to shared decision-making. This method focuses on engaging the public throughout the policy process to increase the legitimacy of government actions. By including diverse voices in the design phase, the resulting programs are often more effective and better suited to the community's needs.

**257.** (B) A problem-oriented, multi-disciplinary, and contextual framework.
Harold Lasswell's foundational approach to policy sciences rejects narrow institutional descriptions in favor of a broad and practical framework. He advocated for a field that integrates knowledge from many disciplines to solve real-world problems. His work emphasizes that policy decisions must be understood within their specific environmental context and should always aim to promote human dignity and democratic values.

NODIA

**258.** (B) Prescription.
In the seven-stage heuristic model developed by Lasswell, the term used to describe the official enactment of a policy rule is prescription. This specific stage represents the moment when a proposed course of action is formally adopted as an authoritative law or regulation. It follows the gathering of information and the advocacy of alternatives, serving as the definitive legislative act.

**259.** (A) To provide knowledge for improving the practice of governance.
Lasswell envisioned a specialized field designed to empower both decision-makers and the general public. The ultimate goal of this "science of democracy" is to generate actionable knowledge that can be used to enhance government functions. By integrating various types of information, it seeks to improve the quality of governance and ensure that policies align with essential democratic principles.

**260.** (C) Gathering and processing information relevant to a problem.
Within the framework of the seven-stage policy process, the intelligence phase is primarily focused on data acquisition. It involves the systematic collection and analysis of information necessary to understand a specific public issue. This foundational step ensures that subsequent stages, such as promotion and prescription, are informed by a clear understanding of the relevant facts, trends, and societal needs.

**261.** (D) the importance of context in shaping decisions.
A central theme in Lasswell's work is the recognition that policy decisions are deeply influenced by their surrounding environment. Rather than following a rigid and universal formula, his model serves as a framework for inquiry that accounts for specific situational factors. This emphasis on the "policy context" allows analysts to understand how unique social and political conditions impact governance outcomes.

**29.** The Right to Information (RTI) Act in India was enacted in which year?
(A) 2002
(B) 2009
(C) 2005
(D) 2013

**30.** Given below are two statements, one labeled as Assertion (A) and the other labeled as Reason (R).
**Assertion (A) :** The Right to Information (RTI) Act is a powerful tool for promoting transparency and accountability in governance.
**Reason (R) :** It empowers citizens to question the government and hold public authorities answerable for their decisions and actions.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**31.** Which of the following is NOT a primary objective of a Citizen Charter?
(A) To increase the profitability of the public organization.
(B) To promote transparency in the functioning of the organization.
(C) To set standards for the quality of service delivery.
(D) To establish a mechanism for grievance redressal.

**32.** What is the most significant role of 'Civil Society' in the context of governance?
(A) To directly implement all official government policies at the local and grassroots level.
(B) To act as an intermediary between the citizen and the state, articulating public concerns and holding the government accountable.
(C) To replace the functions of the private market within a modern national economic system.
(D) To exercise formal political power by fielding candidates in national and local elections.

**33.** Arrange the following in the chronological order of their emergence as prominent concepts in governance:
1. New Public Management
2. Kautilya's Arthashastra
3. Public Value Theory
4. World Bank's definition of Governance
Which of the following codes is correct?
(A) 2, 1, 4, 3
(B) 2, 4, 1, 3
(C) 1, 2, 3, 4
(D) 4, 1, 3, 2

**34.** Consider the following statements:
**Statement I :** The Central Information Commission is the final appellate authority for the RTI Act in India.
**Statement II :** The decisions of the Central Information Commission are binding on the public authority.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**35.** All of the following are typically considered limitations of Civil Society Organizations (CSOs) EXCEPT:
(A) Potential for being co-opted by government or corporate interests.
(B) Lack of internal democratic accountability in some CSOs.
(C) Ability to articulate the interests of marginalized communities.
(D) Dependence on external funding, which can influence their agenda.

**36.** Consider the following components:
1. Access to timely and relevant information.
2. Apathy and disinterest from the public.
3. Existence of formal channels for public feedback and consultation.
4. A responsive government that acts on citizen input.
5. High costs and complex procedures for participation.
Which of the above are key components of effective citizen participation in governance?
(A) 1, 2 and 5 only
(B) 1, 3 and 4 only
(C) 2, 4 and 5 only
(D) 1, 3 and 5 only

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essentially the process of establishing the rules, procedures, and methods that will govern how future policies are developed. This reflective stage ensures that the entire system is structured efficiently to produce the best possible outcomes for society.

**271.** (D) sets a standard for how policymaking ought to be conducted for best results.
Dror's model is labeled as normative-optimal because it prescribes an ideal standard for government action. Rather than just describing how policy is currently made, it establishes a framework for how it should be conducted to reach the highest level of effectiveness. This approach encourages a constant effort to improve the system through feedback, value consideration, and the exploration of alternatives.

**272.** (A) Policy formulation and legitimation.
Within the governance framework, the legislative branch holds the primary duty of creating and authorizing policy. It serves as a representative forum where different societal interests are debated and combined into formal proposals. By passing these proposals into law, the legislature provides the necessary legal authority and public acceptance, ensuring that the policies are recognized as legitimate and binding.

**273.** (B) executing and implementing laws passed by the legislature.
The constitutional role of the executive branch is focused on the practical application of legislative decisions. It is responsible for translating broad legal mandates into specific, actionable programs and services. Through its bureaucratic machinery, the executive ensures that the laws are carried out effectively, moving the policy from an abstract concept in a statute to a real-world governmental operation.

**274.** (B) By interpreting laws, reviewing their constitutionality, and setting precedents.
Although the judiciary does not typically initiate policy, it exerts significant influence through its reactive and interpretive functions. Courts shape the policy landscape by determining the legal meaning of statutes and assessing whether they align with the constitution. Their rulings resolve implementation disputes and establish legal precedents that guide and constrain how future policies are developed and applied by other branches.

**275.** (A) Legitimation.
The term legitimation refers to the critical process of turning a policy proposal into an authoritative and legally binding law. This occurs through legislative activities such as public debate, deliberation, and voting. By successfully navigating these steps, a policy gains the official status and public credibility required to be enforced by the executive branch and recognized as valid by the citizenry.

**276.** (C) distinct but with areas of overlap.
Governmental institutions—the legislature, executive, and judiciary—each possess unique and specialized roles within the policymaking process. However, these responsibilities are not entirely isolated from one another. Instead, the branches often interact and share functions, such as the executive's role in policy initiation or the judiciary's influence on implementation. This interconnectedness ensures that all three branches contribute to effective governance.

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**277.** (D) Empirical analysis.
An investigation into the statistical relationship between a policy and its results is a classic example of empirical analysis. This type of research is descriptive and explanatory, focusing on factual evidence to understand what is actually happening. It uses scientific methods to track consequences and explain causes without introducing moral judgments or subjective opinions about whether the policy is good.

**278.** (C) Evaluating policies based on values and recommending what should be done.
Normative policy analysis is fundamentally prescriptive and concerned with the ideal state of affairs. It evaluates existing or proposed policies against a specific set of ethical principles, social goals, or community values. Rather than simply describing a process or fact, this type of analysis aims to determine what the government ought to do and recommends specific courses of action.

**279.** (B) their focus on past policies versus future consequences.
The distinction between these two types of analysis is based on their temporal orientation.

**262.** (C) the science of muddling through.
Charles Lindblom famously referred to his incremental model as the science of muddling through to describe the reality of government decision-making. This term highlights the practical, less-than-perfect way that administrators navigate complex problems under significant pressure. It suggests that instead of finding total solutions, policymakers make gradual progress through constant adjustments and small corrections to existing public policies.

**263.** (B) Because they face constraints like limited time, information, and cognition.
Policymakers engage in successive limited comparisons because they operate under severe practical limitations. Real-world decision-making is hindered by a lack of complete data, insufficient time to evaluate all possibilities, and the natural cognitive boundaries of the human mind. Consequently, they cannot perform the exhaustive analysis required by rational models and must instead focus on a few manageable options.

**264.** (D) Making policy in a series of small, marginal adjustments to existing policies.
The fundamental principle of incrementalism is that policy change happens through modest and repetitive steps. Rather than attempting to reinvent programs from the ground up, decision-makers typically look at current policies and consider only slight variations. This approach acknowledges the difficulty of large-scale change and favors making small, manageable tweaks that are easier to understand and politically implement.

**265.** (A) facilitates political agreement by focusing on small, manageable changes.
One major benefit of the incremental approach is its ability to foster consensus among diverse groups with competing interests. Because the proposed changes are minor and their effects are predictable, participants are more likely to reach an agreement. This method helps avoid the political deadlock that often occurs when governments attempt to push through radical or highly controversial large-scale transformations.

**266.** (C) focuses on correcting perceived flaws in existing policies.
The incremental model is described as remedial because its primary goal is to fix current problems rather than achieve a perfect end state. Decision-makers use this method to address specific imperfections and shortcomings in ongoing programs. By focusing on constant, small-scale corrections, they can gradually improve the effectiveness of policies without the need for a comprehensive or revolutionary redesign.

**267.** (A) The rational model and incrementalism.
Yehezkel Dror developed his framework as a direct response to the limitations he identified in two major theories. He argued that the pure rational approach was too demanding and unrealistic for practical use. Simultaneously, he found the incrementalist method to be overly conservative and insufficient for driving necessary change, leading him to propose a middle path for better decision-making.

**268.** (D) He considered it too conservative and unsuitable for guiding fundamental reforms.
Dror criticized the incrementalist model because it prioritizes maintaining the status quo over making significant improvements. He believed that merely "muddling through" is dangerous for societies experiencing rapid change or crisis, as it fails to encourage innovation. In his view, this conservative approach is unable to provide the necessary guidance for implementing the deep reforms required in modern governance.

**269.** (B) a combination of rational analysis and extra-rational elements like intuition.
The optimal model is distinguished by its integration of systematic logic and non-logical factors. While it utilizes quantitative and rational data, it also recognizes the value of creativity, intuition, and professional judgment. By blending these elements, the model aims to produce higher-quality decisions that go beyond what simple data analysis or small adjustments to existing policies can achieve alone.

**270.** (C) The process of making policy about how to make policy.
The concept of meta-policy involves a high-level stage of decision-making that focuses on the design of the policymaking system itself. It is

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**288.** (A) A fragmented bureaucratic structure that hinders implementation.
Institutional constraints are those that originate from the internal organization and capacity of the government itself. An example of this is a divided or inefficient bureaucracy that cannot effectively execute a policy. Regardless of how well a policy is designed, the structural limitations of the agencies responsible for its delivery can prevent the successful translation of goals into real-world results and services.

**289.** (B) By shaping the policy agenda and framing public debate.
The media influences the policymaking process by acting as a powerful communication channel between the government and the public. It determines which issues receive attention and how those issues are presented to the audience. By highlighting specific problems and framing the conversation around them, the media can pressure the government to prioritize certain policies and shape the overall national agenda.

**290.** (B) A cultural constraint.
Resistance to a policy based on long-held traditions and community beliefs is categorized as a cultural constraint. These limitations stem from the underlying values, customs, and social norms of a society. When a government proposal challenges the existing status quo or deeply ingrained societal perspectives, it often faces public opposition, making it difficult to implement even if it has legal merit.

**291.** (A) lobbying and advocacy to reflect their preferences.
Civil society organizations and interest groups influence policy by actively engaging in advocacy. They use lobbying techniques to communicate their preferences to decision-makers and pressure them to adopt policies that favor their specific interests. By mobilizing public opinion and providing specialized information, these groups shape the entire policymaking landscape, ensuring that their voices are heard during the formulation and implementation stages.



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One approach is backward-looking, evaluating the effectiveness and impact of programs that have already been implemented to learn from experience. The other approach is forward-looking, attempting to predict the potential outcomes of new proposals to help decision-makers select the most beneficial and desirable policy option.

**280.** (D) Prescriptive analysis.
When a policy study concludes with specific advice and a recommended course of action, it is categorized as prescriptive. While it may draw on facts and values, its primary purpose is to provide direct guidance to policymakers. This type of analysis goes beyond mere description or explanation, actively seeking to influence the final decision by pointing toward a specific solution.

**281.** (A) Descriptive analysis.
This type of analysis is dedicated to explaining the mechanics and dynamics of the policymaking process. It examines how policies are identified, formulated, and implemented without necessarily offering advice on what the outcomes should be. By focusing on the "how" of governance, descriptive analysis provides a clear understanding of the roles and interactions of the various actors involved in making policy.

**282.** (C) The conversion of policy goals into concrete actions and programs.
Policy implementation represents the active phase of the governance cycle where abstract ideas are turned into reality. It involves translating high-level objectives and legal language into specific projects and services. This process is managed by administrative agencies and is crucial for achieving results, although it can be complicated by factors like limited resources, bureaucratic discretion, and resistance from those affected.

**283.** (A) the broader societal impacts of a policy.
The distinction between these two terms is essential for understanding policy success. While one term refers to the immediate, tangible products or services a government agency provides, the other refers to the actual changes and consequences experienced by society. These results are the true measure of a policy's effectiveness, representing the ultimate impact on the public's well-being and social conditions.

**284.** (D) A reduction in the community's crime rate.
A lower crime rate serves as a clear example of a policy outcome because it represents a broad impact on the community's safety and quality of life. Unlike internal administrative activities, such as hiring personnel or purchasing equipment, this result reflects the ultimate goal of a public safety policy. It demonstrates how governmental actions have successfully changed actual conditions for the citizenry.

**285.** (B) To systematically assess if a policy has achieved its goals.
The primary objective of evaluation is to provide an objective and systematic analysis of a policy's performance. It examines the design, implementation, and final results to determine if the original goals were met. This process offers essential data that helps decision-makers decide whether a program should be continued as it is, modified to improve results, or terminated if unsuccessful.

**286.** (C) accountability and learning within the policy cycle.
Evaluation functions as a vital tool for ensuring that government agencies are responsible for their actions and results. By assessing outcomes, it provides a feedback loop that allows the policy system to learn from its successes and failures. This continuous process of assessment and adjustment helps improve future decision-making and ensures that public resources are used effectively to achieve societal goals.

**287.** (D) Socio-economic constraint.
When a government lacks the financial resources to implement a policy, it is facing a socio-economic constraint. These limitations are tied to the nation's level of economic development, wealth distribution, and overall budget availability. In this case, the national debt acts as a significant barrier, restricting the range of feasible programs and forcing policymakers to make difficult choices about funding.

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(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**8.** A government decides to privatize its electricity distribution service, believing that private firms will be more efficient due to competition. This action most closely aligns with the principles of which governance theory?
(A) New Public Management
(B) Public Value Theory
(C) Kautilya's Arthashastra
(D) Collaborative Governance

**9.** Which of the following statements about the role of the State, Market, and Civil Society in governance is incorrect?
(A) The State is responsible for creating a stable political and legal environment.
(B) The Market is primarily responsible for creating jobs and fostering economic innovation.
(C) In modern governance, the State is the sole provider of all public services and goods.
(D) Civil Society acts as a watchdog and advocates for public interests.

**10.** Consider the following statements regarding the UNDP's concept of governance:
1. It defines governance as the exercise of economic, political, and administrative authority.
2. It is neutral and can be used for both good and bad purposes.
3. It emphasizes sustainable human development as the ultimate goal.
4. It exclusively focuses on the role of government institutions, ignoring non-state actors.

Which of the above statements are correct?
(A) 1 and 2 only
(B) 1, 2 and 3 only
(C) 3 and 4 only
(D) 1, 2, 3 and 4

**11.** What does "Public Value Theory" primarily emphasize in the context of governance?
(A) The strategy of maximizing profit for various public sector enterprises.
(B) The reduction of the size and scope of government intervention in society.
(C) The application of market-based competition to all essential public services.
(D) The role of public managers in creating value that citizens appreciate.

**12.** Which of the following best describes the shift from 'government' to 'governance'?
(A) A complete replacement of the state's traditional role by the private market and civil society.
(B) A shift from a hierarchical model to a more networked and collaborative model involving multiple actors.
(C) A focus solely on international institutions managing global affairs through a centralized authority.
(D) A return to ancient models of monarchical rule characterized by absolute executive decision-making.

**13.** Identify the correctly matched pair of governance theory and its core idea.
(A) New Public Management - Emphasis on collective citizen preferences.
(B) Public Choice Theory - Bureaucrats as selfless public servants.
(C) Public Value Theory - The state as a creator of things valued by the public.
(D) World Bank Governance - Focus on spiritual and cultural development.

**14.** What is "Networking and Collaborative Governance"?
(A) A system where government agencies work in isolation to avoid any potential conflicts of interest.
(B) A process of formal, hierarchical decision-making carried out within a single government ministry.
(C) The complete replacement of all government functions with automated and autonomous digital systems.
(D) A governance model involving joint problem-solving and service delivery by public agencies, private sector entities, and civil society.

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**15.** What is the primary intended effect of Business Process Re-engineering (BPR) in a public organization?
(A) To achieve dramatic improvements in performance by fundamentally redesigning workflows and processes.
(B) To increase the number of hierarchical layers to ensure better managerial control and oversight.
(C) To maintain traditional administrative procedures to ensure long-term stability and predictability.
(D) To incrementally adjust existing processes with minor modifications to avoid organizational disruption.

**16.** Consider the following statements:
**Statement I :** 'e-Government' primarily refers to the use of ICT to provide government services and information to the public.
**Statement II :** 'e-Governance' is a broader concept that includes the use of ICT to transform the governing process itself, including citizen participation and accountability.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**17.** Consider the following potential consequences:
1. Unequal access to e-governance services.
2. Reinforcement of existing social and economic inequalities.
3. Enhanced citizen participation from all sections of society.
4. Exclusion of marginalized groups from the benefits of the digital economy.
5. Universal achievement of e-readiness across the population.

Which of the above are potential consequences of the "Digital Divide"?
(A) 1, 2 and 3 only
(B) 1, 2 and 4 only
(C) 3, 4 and 5 only
(D) 1, 3 and 5 only

**18.** The term 'e-Readiness' refers to:
(A) The degree to which a country's population is prepared to participate and benefit from the digital economy and e-governance.
(B) The maximum speed of internet connection that is currently available to various centralized government offices.
(C) The total number of official government websites launched by a country within a specific fiscal year.
(D) The total annual budget allocated for the procurement of ICT infrastructure by the central government.

**19.** A state government launches a mobile application that allows farmers to check market prices, access weather forecasts, and apply for subsidies directly. This initiative is a prime example of:
(A) Delegated Legislation
(B) Administrative Adjudication
(C) e-Government
(D) Public Choice Theory in practice

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**20.** Given below are two statements, one labeled as Assertion (A) and the other labeled as Reason (R).
**Assertion (A) :** Collaborative governance is becoming increasingly important for addressing complex 'wicked problems' like climate change and public health crises.
**Reason (R) :** These problems transcend the boundaries of any single organization or sector, requiring pooled resources, knowledge, and authority to manage effectively.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**21.** In the context of governance, 'Accountability' is best defined as:
(A) The process of making all government decisions openly and with continuous public input.
(B) The existence of clear and fair laws that apply to everyone within a specific jurisdiction.
(C) The obligation of public officials to answer for their decisions and actions.
(D) The ability of citizens to access government information freely without any legal restrictions.

**22.** Which statement about 'Transparency' in governance is incorrect?
(A) It implies that information about government decisions is freely available and directly accessible.
(B) It requires that all government information, including matters of national security, be made public without exception.
(C) It helps in curbing corruption by making actions of officials subject to public scrutiny.
(D) It is a prerequisite for holding public officials accountable.

**23.** What is the primary focus of 'Gender and Governance'?
(A) To ensure that more women are employed in specific sectors of the private industry.
(B) To create entirely separate government departments that deal exclusively with women.
(C) To study the historical role of women within ancient and medieval monarchies.
(D) To analyze how governance processes and institutions affect men and women differently.

**24.** Match the governance principle with its most appropriate description.
List I: (Principle)
P. Accountability
Q. Transparency
R. Rule of Law
S. Equity and Inclusiveness
List II: (Description)
1. Impartial legal frameworks are enforced fairly
2. All members of society feel their interests are taken into account
3. Answerability for performance and decisions
4. Information is freely available and accessible
Codes:
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-1, S-2
(C) P-3, Q-1, R-4, S-2
(D) P-4, Q-3, R-2, S-1

**25.** A government's decision to proactively publish all its expenditure reports and minutes of public meetings on its website is a direct application of the principle of:
(A) Delegated Legislation
(B) Administrative Adjudication
(C) Openness and Transparency
(D) Public Choice Theory

**26.** Consider the following statements:
**Statement I :** Openness in governance is a broader concept than transparency, encompassing a general culture of open government and accessibility.
**Statement II :** Transparency specifically refers to the availability of information, while openness includes proactive engagement and dialogue with citizens.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**27.** Consider the following statements related to Gender and Governance:
1. It aims to ensure that policy outcomes are fair and equitable for all genders.
2. Gender-responsive budgeting is a key tool in this domain.
3. It recognizes that public policies can have different impacts on men and women.
4. Its sole focus is on achieving a 50% representation of women in legislative bodies.
Which of the above statements are correct?
(A) 1 and 4 only
(B) 2 and 3 only
(C) 1, 2 and 3 only
(D) 1, 2, 3 and 4

**28.** What is a 'Citizen Charter'?
(A) A formal legal document issued by the state that officially grants national citizenship.
(B) A public document that outlines the standards of service, information, and grievance redressal a citizen can expect from an organization.
(C) A political party's election manifesto outlining future policy promises for the public.
(D) A law passed by the national parliament regarding the specific duties of every citizen.

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# CHAPTER 09

# Governance and Good Governance

**1.** What is the central theme of Kautilya's discourse on good governance in the Arthashastra?
(A) The pursuit of individual liberty and rights.
(B) The welfare and prosperity of the state and its people (Yogakshema).
(C) The establishment of a democratic republic.
(D) The separation of powers between executive, legislative, and judicial branches.

**2.** Which ancient philosopher envisioned the 'Philosopher King' as the ideal ruler for ensuring good governance?
(A) Plato
(B) Aristotle
(C) Kautilya
(D) Socrates

**3.** Consider the following statements:
**Statement I :** Aristotle's concept of good governance is rooted in the 'rule of law' rather than the rule of an individual.
**Statement II :** Aristotle advocated for a 'polity' or constitutional government as the most practical and stable form of governance.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**4.** Match the philosopher with their key concept of governance.
List I: (Philosopher)
P. Kautilya
Q. Plato
R. Aristotle
S. Public Choice Theorists
List II: (Concept)
1. Rule of Law
2. Philosopher King
3. Rational Self-Interest
4. Yogakshema
Codes:
(A) P-4, Q-2, R-1, S-3
(B) P-1, Q-2, R-3, S-4
(C) P-4, Q-3, R-2, S-1
(D) P-2, Q-4, R-1, S-3

**5.** Which of the following statements correctly describes a key element of good governance?
(A) Good governance focuses exclusively on economic growth while potentially ignoring aspects of social development.
(B) Transparency means that decisions are made and enforced according to established rules and regulations.
(C) Consensus-oriented decision-making is an essential component, ensuring that the interests of all stakeholders are considered.
(D) Good governance functions through administrative discretion that operates independently of the formal rule of law.

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**6.** According to the World Bank's definition, which of the following is NOT considered a core dimension of governance?
(A) The process by which governments are selected, monitored, and replaced.
(B) The exclusive reliance on market mechanisms for service delivery.
(C) The capacity of the government to effectively formulate and implement sound policies.
(D) The respect of citizens and the state for the institutions that govern economic and social interactions among them.

**7.** Given below are two statements, one labeled as Assertion (A) and the other labeled as Reason (R).
**Assertion (A) :** Public Choice Theory views governance through an economic lens, applying principles of market choice to the public sector.
**Reason (R) :** It assumes that individuals, whether voters, politicians, or bureaucrats, act primarily out of self-interest to maximize their personal benefits.

**37.** Under the RTI Act, 2005, what is the maximum time limit for a Public Information Officer (PIO) to provide information in a normal case?
(A) 15 days
(B) 45 days
(C) 30 days
(D) 60 days

**38.** A city municipal corporation organizes public meetings in every neighborhood to discuss the upcoming annual budget and invites suggestions from residents. This is an example of fostering:
(A) Delegated legislation
(B) Citizen participation
(C) Administrative adjudication
(D) Business process re-engineering

**39.** Match the term with its correct description in the context of citizen-centric governance.
List I: (Term)
P. Civil Society
Q. Citizen Charter
R. RTI Act
S. Citizen Participation
List II: (Description)
1. A legislative tool for accessing information
2. The 'third sector' complementing state and market
3. A document of service commitments to citizens
4. The process of involving citizens in decision-making
Codes:
(A) P-1, Q-2, R-3, S-4
(B) P-2, Q-3, R-1, S-4
(C) P-2, Q-4, R-1, S-3
(D) P-3, Q-1, R-4, S-2

**40.** What does "Rule of Law" principle in governance signify?
(A) That everyone, including the government, is subject to and accountable under the law.
(B) That rulers and high-ranking officials are fundamentally above the requirements of the law.
(C) That the application of the law is subject to the whims and desires of the powerful.
(D) That all laws are created exclusively by the executive branch without any legislative oversight.

**41.** Which statement accurately describes 'Delegated Legislation'?
(A) It is the process by which the judiciary creates new laws through case rulings.
(B) It is the legislation passed directly by the people through a nationwide referendum.
(C) It refers to the law-making power conferred by the legislature upon the executive branch to make detailed rules and regulations.
(D) It is an illegal and unconstitutional usurpation of power by the executive branch over the legislature.

**42.** Given below are two statements, one labeled as Assertion (A) and the other labeled as Reason (R).
**Assertion (A) :** Administrative Adjudication is the function of executive agencies and tribunals to decide on cases and disputes.
**Reason (R) :** The complexity and volume of modern administration make it impractical for ordinary courts to handle all disputes, necessitating specialized bodies.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**43.** Which of the following is NOT a primary source for the ethical foundations of governance?
(A) Constitutional Values
(B) Family and Society
(C) Education
(D) International Treaties

**44.** An Income Tax Appellate Tribunal hearing a dispute between a taxpayer and the tax department is an example of:
(A) Delegated Legislation
(B) Administrative Adjudication
(C) Rule of Law
(D) Citizen Charter

**45.** Consider the following:
1. Justice (social, economic, and political)
2. Liberty (of thought, expression, belief, faith, and worship)
3. Equality (of status and of opportunity)
4. Monarchy (as a system of rule)

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(D) P-3, Q-1, R-2, S-4

**61.** Which of the following best captures Aristotle's view on good governance?
(A) A state ruled by a single, all-wise philosopher king who possesses absolute and unquestionable wisdom.
(B) A state governed by the rule of law and a strong middle class, avoiding the extremes of oligarchy and democracy.
(C) A state where all administrative and legal decisions are made through a direct and frequent popular vote.
(D) A minimal state with its specific functions strictly limited to national defense and local policing activities.

**62.** The concept of 'e-Readiness' is a multi-dimensional index that typically assesses a country's:
(A) Only the technical quality and coverage of its telecommunication and internet infrastructure.
(B) Only the basic IT literacy and digital skills levels possessed by the majority of its population.
(C) A combination of connectivity, legal framework, human capital, and e-governance policies.
(D) Only the total number of government services that are currently available to citizens online.

**63.** Consider the following:
1. The State
2. The Market
3. The Judiciary
4. Civil Society
5. International Donors

Which of the above are considered key actors in the governance process?
(A) 1, 2 and 3 only
(B) 1, 2 and 4 only
(C) 3, 4 and 5 only
(D) 1, 2, 4 and 5

**64.** What is the core assumption of Public Choice Theory?
(A) Public officials are primarily motivated by an unwavering desire to serve the collective public good.
(B) Political and bureaucratic actors, like economic actors, are driven by self-interest.
(C) The private market is always less efficient than the government in delivering essential public goods.
(D) Civil society has no significant role in influencing the formulation of various public policy decisions.

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**65.** Which of the following is an incorrect statement regarding the RTI Act, 2005?
(A) It applies to the whole of India.
(B) It provides for the appointment of Public Information Officers in all public authorities.
(C) It allows citizens to seek information from private companies without any restriction.
(D) Information concerning the life or liberty of a person is to be provided within 48 hours.

**66.** Given below are two statements, one labeled as Assertion (A) and the other labeled as Reason (R).
**Assertion (A) :** Delegated legislation is sometimes referred to as a 'necessary evil' in modern governance.
**Reason (R) :** While it is essential for handling the complexity of modern administration, it poses a risk of granting excessive power to the executive and bypassing legislative scrutiny.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**67.** The primary significance of a Citizen Charter is that it:
(A) Acts as a legally enforceable and binding contract between the citizen and the specific service provider.
(B) Creates a framework for improving service quality and making public bodies more accountable and citizen-focused.
(C) Guarantees that every individual demand of a citizen will be met immediately without any further question.
(D) Is a tool for public relations designed to improve the image of the organization without impacting delivery.

will be excluded from the benefits of online government services.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**55.** 'Governance as Theory' implies that:
(A) Governance is merely a practical activity with no underlying theoretical or analytical underpinnings.
(B) The theory of governance is identical in every respect to the traditional theory of formal government.
(C) Only specialized political scientists and academic theorists can truly understand the concept of governance.
(D) Governance can be studied as a distinct analytical framework for understanding how societies are steered.

**56.** Which statement accurately distinguishes 'Public Governance' from the broader concept of 'Governance'?
(A) Public Governance specifically focuses on the formal and informal institutions and processes of the state and its interaction with society.
(B) Public Governance is only concerned with the internal management and voluntary actions of various civil society organizations.
(C) There is no substantive difference between the two terms; both are considered perfectly synonymous in administrative literature.
(D) Governance is concerned only with national issues, while Public Governance is exclusively concerned with international affairs.

**57.** Consider the following statements about Business Process Re-engineering (BPR):
1. It aims for radical and fundamental change.
2. It focuses on processes rather than organizational structures.
3. It often involves the strategic use of information technology.
4. It advocates for minor, incremental improvements to existing systems.

Which of the above statements are correct?
(A) 1 and 4 only
(B) 2 and 3 only
(C) 1, 2 and 3 only
(D) 2, 3 and 4 only

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**58.** Consider the following statements:
**Statement I :** In Plato's ideal state, governance is entrusted to a class of guardians who possess wisdom and virtue.
**Statement II :** Plato was a strong advocate for democracy, believing it to be the most stable form of government.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**59.** A primary cause for the emergence of the New Public Management (NPM) paradigm was:
(A) The perceived success and efficiency of traditional public administration models in the mid-twentieth century.
(B) A deliberate desire by governments to increase the size and influence of the centralized bureaucracy.
(C) A global shift towards socialist economic policies characterized by increased state control over markets.
(D) Widespread dissatisfaction with the perceived inefficiency and unresponsiveness of traditional government bureaucracy.

**60.** Match the governance model with its key characteristic.
List I: (Model)
P. New Public Management
Q. Public Value
R. Collaborative Governance
S. Public Choice
List II: (Characteristic)
1. Focus on networks and partnerships
2. Citizens as customers, emphasis on competition
3. Citizens as owners, focus on creating collective value
4. Individuals as rational utility-maximizers
Codes:
(A) P-2, Q-3, R-1, S-4
(B) P-1, Q-2, R-4, S-3
(C) P-2, Q-4, R-1, S-3

(C) A is true but R is false.
(D) A is false but R is true.

**93.** A government introduces performance contracts for senior bureaucrats, linking their promotions and bonuses to the achievement of specific, measurable targets. This reform is a classic example of the application of:
(A) New Public Management
(B) Public Value Theory
(C) Kautilyan statecraft
(D) Collaborative Governance

**94.** Which statement accurately describes Administrative Law is correct?
(A) It is superior to Constitutional Law.
(B) Its main purpose is to control the unbridled discretionary powers of the administration.
(C) It applies only to the judicial branch of the government.
(D) It is a branch of private law, governing relationships between citizens.

**95.** Arrange the following governance concepts in the order of their conceptual development:
1. Public Choice Theory
2. New Public Management
3. Good Governance (as popularized by World Bank)
4. Public Value Theory

Which of the following codes is correct?
(A) 1, 3, 2, 4
(B) 2, 1, 3, 4
(C) 1, 2, 3, 4
(D) 3, 1, 2, 4

**96.** Consider the following statements:
**Statement I :** The Right to Information (RTI) Act, 2005, includes a provision for a second appeal to the Central or State Information Commission.
**Statement II :** The first appeal under the RTI Act lies with an officer senior in rank to the Public Information Officer (PIO) within the same public authority.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**97.** The "Iron Triangle" is often seen as a challenge to good governance. What does it typically refer to?
(A) A close, mutually beneficial relationship between a bureaucratic agency, an interest group, and a legislative committee.
(B) The partnership between State, Market, and Civil Society.
(C) The three branches of government: legislative, executive, and judicial.
(D) A theoretical model proposed by Kautilya, Plato, and Aristotle.

**98.** Consider the following statements regarding the 'Rule of Law':
1. It implies the supremacy of law.
2. It requires equality before the law for all citizens.
3. It allows for arbitrary action by the government.
4. It is a foundational principle of most modern democratic constitutions.

Which of the above statements are correct?
(A) 1 and 3 only
(B) 1, 2 and 4 only
(C) 2, 3 and 4 only
(D) 1, 2, 3 and 4

**99.** The ultimate authority to which an appeal can be made under the RTI Act, 2005 is the:
(A) President of India
(B) Supreme Court of India
(C) Prime Minister's Office
(D) Central/State Information Commission

**100.** The term 'Civil Society' in the context of governance refers to:
(A) The sphere of formal government institutions.
(B) The realm of private business and commerce.
(C) The military and law enforcement agencies.
(D) The "third sector" of society, comprising non-governmental and not-for-profit organizations.

**101.** Match the ancient thinker's idea of a 'good' form of government with its 'perverted' form.
List I: (Good Form - Aristotle)
P. Monarchy (Rule by one)
Q. Aristocracy (Rule by few)

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**68.** Consider the following statements:
**Statement I :** 'Openness' is a fundamental principle of good governance that promotes a culture of accessibility and consultation.
**Statement II :** A government that practices openness is more likely to be transparent and accountable to its citizens.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**69.** Consider the following statements about the role of ethics in governance:
1. Ethical governance is solely dependent on strong laws and punishment.
2. Constitutional values provide a moral compass for public administrators.
3. The personal ethics of an official, shaped by family and society, have no bearing on their public conduct.
4. Ethics in governance helps to build public trust.

Which of the above statements are correct?
(A) 1 and 3 only
(B) 2 and 4 only
(C) 1, 2 and 4 only
(D) 2, 3 and 4 only

**70.** Kautilya, in his Arthashastra, emphasized that the happiness of the king lies in:
(A) The expansion of his empire.
(B) The accumulation of personal wealth.
(C) The happiness and welfare of his subjects.
(D) The strict adherence to religious rituals.

**71.** A police department redesigns its process for filing a First Information Report (FIR) from a lengthy paper-based system to a quick, online digital system to reduce waiting times and improve citizen experience. This is a practical application of:
(A) Business Process Re-engineering
(B) Public Value Theory
(C) Delegated Legislation
(D) The Rule of Law

**72.** Match the governance concept with its primary focus.
List I: (Concept)
P. e-Government
Q. e-Governance
R. Digital Divide
S. e-Readiness
List II: (Focus)
1. Inequality in access to ICT
2. Using ICT for service delivery
3. Preparedness to leverage ICT
4. Using ICT for transforming governance
Codes:
(A) P-2, Q-4, R-1, S-3
(B) P-1, Q-2, R-3, S-4
(C) P-4, Q-2, R-1, S-3
(D) P-2, Q-3, R-4, S-1

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**73.** 'Administrative Adjudication' refers to:
(A) The formal process of Parliament debating and passing a new legislative law.
(B) The quasi-judicial function of the executive branch in resolving disputes.
(C) A specific judgment delivered by the Supreme Court on a constitutional matter.
(D) A general public poll or survey conducted to understand views on a policy issue.

**74.** The ethical foundations of governance are derived from various sources. Which of the following is NOT an ethical foundation?
(A) Constitutional Values
(B) Societal Norms
(C) Market Principles
(D) Educational System

**75.** Arrange the following Indian legislative/policy initiatives in the order of their introduction:
1. Citizen Charter Initiative in India
2. RTI Act
3. The concept of Public Interest Litigation (PIL) gaining prominence

Which of the following codes is correct?
(A) 2, 1, 3
(B) 3, 1, 2
(C) 1, 3, 2
(D) 3, 2, 1

**76.** Consider the following statements:
**Statement I :** Civil society organizations are always in an adversarial relationship with the state.
**Statement II :** Civil society can also play a collaborative role with the state in service

Which of the above are considered key Constitutional Values that form the ethical foundation of governance in India?
(A) 1 and 4 only
(B) 2 and 3 only
(C) 1, 2 and 3 only
(D) 1, 2, 3 and 4

**46.** Consider the following statements:
**Statement I :** Administrative Law is a branch of public law that deals with the powers and functions of administrative authorities.
**Statement II :** The primary purpose of Administrative Law is to ensure that the executive does not abuse its power and acts in a fair and just manner.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**47.** How do family, society, and education contribute to the ethical foundations of governance?
(A) By instilling values of integrity, empathy, and public service in individuals who later become public servants.
(B) By directly writing the specific laws and regulations that govern the country's various administrative bodies.
(C) By providing the necessary financial and material resources for various government operations and projects.
(D) By exclusively focusing on professional skills and technical training while ignoring the moral development of citizens.

**48.** What is meant by "Public Accountability" in governance?
(A) The accountability of citizens to the government.
(B) The processes and mechanisms by which public officials are held responsible for their actions.
(C) The financial accounting practices of private corporations.
(D) The accountability of one government to another in international relations.

**49.** Identify the incorrectly matched pair regarding governance concepts.
(A) Plato - Philosopher King
(B) New Public Management - Focus on processes over results
(C) Aristotle - Rule of Law
(D) Kautilya - Mandala Theory

**50.** All of the following are forms of good governance EXCEPT:
(A) Autocratic governance
(B) Democratic governance
(C) Corporate governance
(D) Participatory governance

**51.** Arrange the following ancient thinkers in the correct chronological sequence of their approximate time period:
1. Kautilya
2. Aristotle
3. Plato
Which of the following codes is correct?
(A) 3, 2, 1
(B) 1, 3, 2
(C) 2, 1, 3
(D) 3, 1, 2

**52.** The World Bank's work on governance indicators was primarily motivated by the finding that:
(A) Autocratic states grew faster than democratic ones.
(B) Civil society was becoming too powerful.
(C) Market failures were non-existent.
(D) Economic aid was more effective in countries with better governance.

**53.** A city mayor's office conducts a survey to ask citizens what services they value most, aiming to reallocate budget towards those services. This approach is most consistent with:
(A) Public Choice Theory
(B) New Public Management
(C) Public Value Theory
(D) Aristotelian governance

**54.** Given below are two statements, one labeled as Assertion (A) and the other labeled as Reason (R).
**Assertion (A) :** The 'Digital Divide' poses a significant challenge to the success of e-Governance initiatives.
**Reason (R) :** If a large portion of the population lacks access to or skills for using ICT, they

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hardware, while e-Governance is about the software.
(B) E-Government is the provision of services online, whereas e-Governance is the broader transformation of government processes and citizen relationships using ICT.
(C) E-Government is used exclusively by developed countries, while e-Governance is used by developing countries.
(D) There is no substantive or fundamental difference between the two terms in modern administration.

**86.** Consider the following statements:
**Statement I :** The World Bank and the UNDP both offer influential concepts of governance.
**Statement II :** Both organizations completely agree on all dimensions and indicators of governance, offering identical frameworks.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**87.** Match the source of ethical foundation with its contribution to governance.
List I: (Source)
P. Constitutional Values
Q. Family
R. Society
S. Education
List II: (Contribution)
1. Instills foundational moral values like honesty and empathy.
2. Provides the overarching legal and moral framework (e.g., justice, equality).
3. Shapes professional ethics and critical thinking skills for public service.
4. Reinforces collective norms of integrity and social responsibility.
Codes:
(A) P-1, Q-2, R-3, S-4
(B) P-2, Q-1, R-4, S-3
(C) P-2, Q-3, R-1, S-4
(D) P-3, Q-4, R-2, S-1

**88.** Which ancient Indian text is a comprehensive treatise on statecraft, economic policy, and military strategy, with a significant focus on governance?
(A) Manusmriti
(B) The Vedas
(C) Kautilya's Arthashastra
(D) The Upanishads

**89.** A Citizen Charter should ideally contain all the following information, EXCEPT:
(A) Vision and Mission Statement of the organization.
(B) Details of the business transacted.
(C) Personal contact numbers of all employees.
(D) Time frames for service delivery.

**90.** Consider the following potential limitations:
1. Problem of accountability and internal governance.
2. Over-dependence on foreign funding sources.
3. Lack of a unified voice, representing diverse and sometimes conflicting interests.
4. Potential for co-option by the state.
5. Inability to ever influence public policy.
Which of the above are potential limitations of civil society?
(A) 1, 2, 3 and 4 only
(B) 2, 3, 4 and 5 only
(C) 1, 3 and 5 only
(D) 1, 2 and 5 only

**91.** The shift in focus from government as the sole actor to a multi-actor process involving state, market, and civil society is the essence of the concept of:
(A) Government
(B) Bureaucracy
(C) Governance
(D) Sovereignty

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**92.** Given below are two statements, one labeled as Assertion (A) and the other labeled as Reason (R).
**Assertion (A) :** Plato's concept of the 'Philosopher King' is fundamentally anti-democratic.
**Reason (R) :** It proposes that ruling is a skill possessed only by a select few with philosophical wisdom, not by the common populace.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.

delivery and policy implementation.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**77.** Which of the following is a correct statement about the UNDP's perspective on governance?
(A) It sees governance as a purely administrative and apolitical technical process.
(B) It links good governance directly to the goal of achieving sustainable human development.
(C) It argues that only the formal state can be considered an actor in governance.
(D) It promotes a single, mandatory, one-size-fits-all model of governance for all countries.

**78.** Consider the following:
1. Pooling of diverse knowledge and resources.
2. Increased legitimacy and public support for decisions.
3. Ability to tackle complex, cross-boundary problems.
4. Faster decision-making due to fewer actors involved.
5. Reduced transaction costs in all situations.

Which of the above are potential benefits of Networking and Collaborative Governance?
(A) 1, 2 and 3 only
(B) 2, 4 and 5 only
(C) 1, 3 and 5 only
(D) 1, 2, 3, 4 and 5

**79.** The "Digital Divide" can exist based on which of the following factors?
(A) Geographic location (urban vs. rural)
(B) Socio-economic status (rich vs. poor)
(C) Education and literacy levels
(D) All of the above

**80.** Given below are two statements, one labeled as Assertion (A) and the other labeled as Reason (R).
**Assertion (A) :** The principle of Rule of Law is fundamental to good governance.
**Reason (R) :** It ensures that government actions are arbitrary and not bound by any legal framework.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**81.** The concept of 'Gender and Governance' seeks to achieve:
(A) Gender equality in political representation only.
(B) Gender-neutral policies that ignore the different needs of men and women.
(C) Gender equity by ensuring that governance structures and policies are fair to all genders.
(D) The replacement of male officials with female officials.

**82.** A citizen files an application under the RTI Act to get a copy of the contract for a road construction project in his city. This action is a direct exercise of the right to promote:
(A) Gender equity
(B) Delegated legislation
(C) Accountability and Transparency
(D) e-Readiness

**83.** Consider the following elements:
1. Participation
2. Rule of Law
3. Secrecy
4. Accountability

Which of the above are essential elements of Good Governance?
(A) 1, 2 and 3 only
(B) 1, 2 and 4 only
(C) 2, 3 and 4 only
(D) 1, 3 and 4 only

**84.** Identify the incorrectly matched pair.
(A) Rule of Law - A.V. Dicey's concept popularised it
(B) Administrative Law - Deals with powers of administrative bodies
(C) Delegated Legislation - Power of judiciary to make rules
(D) Public Accountability - Answerability of public officials

**85.** What is the fundamental difference between e-Government and e-Governance?
(A) E-Government is strictly about the

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R. Polity (Rule by many)
List II: (Perverted Form)
1. Oligarchy
2. Tyranny
3. Democracy (Mob Rule)
Codes:
(A) P-2, Q-1, R-3
(B) P-1, Q-2, R-3
(C) P-3, Q-1, R-2
(D) P-2, Q-3, R-1

**102.** A state government uses predictive analytics and data sharing between the police, social services, and education departments to identify at-risk youth and provide targeted interventions. This is an advanced example of:
(A) Aristotelian governance
(B) ICT and Collaborative Governance
(C) Delegated Legislation
(D) Citizen Charter implementation

**103.** Consider the following statements:
**Statement I :** New Public Management (NPM) advocates for a more market-oriented approach to public administration, treating citizens as 'customers'.
**Statement II :** Public Value Theory emerged as a critique of NPM, arguing that the focus should be on what citizens value as a collective, not just as individual consumers.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**104.** Consider the following characteristics:
1. Participation
2. Transparency
3. Responsiveness
4. Equity and inclusiveness
5. Centralization of all power
Which of the above are characteristics of 'Good Governance' according to the UNDP?
(A) 1, 2, 3, and 4 only
(B) 2, 3, 4, and 5 only
(C) 1, 3, and 5 only
(D) 1, 2, and 5 only

**105.** Which of the following is an incorrect statement about Administrative Adjudication?
(A) It provides a speedier and cheaper means of justice than ordinary courts.
(B) The adjudicators (members of tribunals) always possess the same legal training as judges.
(C) It allows for the use of experts in specific, technical fields.
(D) It is a method for resolving disputes between citizens and administrative bodies.

**106.** In India, the idea of a 'Citizen's Charter' was first articulated and promoted by which body?
(A) The Supreme Court of India
(B) The Planning Commission
(C) The Conference of Chief Ministers of various States and Union Territories
(D) A consortium of private companies

**107.** Given below are two statements, one labeled as Assertion (A) and the other labeled as Reason (R).
**Assertion (A) :** The family, society, and education system are crucial for nurturing the ethical foundations of governance.
**Reason (R) :** They are the primary institutions that instill values like integrity, honesty, and a sense of duty in individuals before they enter public life.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**108.** What is "Governance Failure"?
(A) The inability of government to achieve its stated policy objectives due to flaws in institutions, processes, or behavior.
(B) A situation where the private market perfectly allocates all societal resources without any externalities.
(C) The successful implementation of a Citizen Charter that meets all specified service standards.
(D) A regular and scheduled change in the ruling political party through a formal election process.

**109.** How does the Right to Information (RTI) contribute to administrative reforms?

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(A) By increasing the secrecy and discretion of public officials.
(B) By exposing inefficiencies and corruption, creating public pressure for systemic changes.
(C) By replacing all administrative functions with a single computer program.
(D) By giving administrative officials the power to deny all information requests.

**110.** Consider the following statements about 'Public Governance':
1. It is exclusively about the formal institutions of the state.
2. It includes the state's interaction with the market and civil society.
3. It is concerned with steering society towards collective goals.
4. It is a concept that is less broad than the general term 'governance'.

Which of the above statements are correct?
(A) 1 and 4 only
(B) 2 and 3 only
(C) 1, 2 and 3 only
(D) 2, 3 and 4 only

**111.** Identify the correctly matched pair.
(A) Digital Divide - Equal access to technology for all.
(B) e-Readiness - The final stage of e-government implementation.
(C) Collaborative Governance - Involving multiple stakeholders in problem-solving.
(D) BPR - Making small, incremental changes to processes.

**112.** Consider the following statements:
**Statement I :** Plato's Republic describes an ideal state where justice is achieved through a hierarchical social structure.
**Statement II :** For Plato, justice in the state mirrors justice in the individual soul, with reason ruling over spirit and appetite.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**113.** Match the institution/concept with its primary function related to governance.
List I:
P. Central Information Commission
Q. Administrative Tribunal
R. Citizen Charter
S. Civil Society Organization (CSO)
List II:
1. Advocacy and watchdog role
2. Setting service delivery standards
3. Second appellate authority for RTI
4. Administrative adjudication
Codes:
(A) P-4, Q-3, R-1, S-2
(B) P-3, Q-4, R-2, S-1
(C) P-1, Q-2, R-3, S-4
(D) P-3, Q-1, R-2, S-4

**114.** What is a major effect of a high 'Digital Divide' on society?
(A) It promotes social equality and inclusion.
(B) It ensures that all citizens can participate equally in e-governance.
(C) It exacerbates existing inequalities by limiting opportunities for the unconnected.
(D) It reduces the government's expenditure on ICT.

**115.** The core idea behind New Public Management (NPM) is often summarized by the '3 Es'. What do they stand for?
(A) Equity, Empowerment, and Engagement
(B) Economy, Efficiency, and Effectiveness
(C) E-Government, E-Governance, and E-Readiness
(D) Ethics, Equality, and Elections

**116.** Consider the following aspects:
1. Analyzing the gendered impact of public policies.
2. Promoting women's participation in decision-making bodies.
3. Gender-responsive budgeting.
4. Ensuring equitable access to public services for all genders.
5. Focusing exclusively on the issues faced by men.

Which of the above aspects are relevant to the concept of 'Gender and Governance'?
(A) 1, 2, 3 and 4 only
(B) 2, 3, 4 and 5 only
(C) 1, 3 and 5 only
(D) 1, 2 and 5 only

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**117.** The delegation of rule-making power to administrative agencies by the legislature is known as:
(A) Administrative Adjudication
(B) Judicial Review
(C) Delegated Legislation
(D) Citizen Participation

**118.** Which of the following statements about 'citizen participation' is most accurate?
(A) It can enhance the legitimacy and quality of government decisions.
(B) It is only effective in small, homogenous societies.
(C) It always slows down the governance process to an unacceptable degree.
(D) It is limited to the act of voting in elections every few years.

**119.** Given below are two statements, one labeled as Assertion (A) and the other labeled as Reason (R).
**Assertion (A) :** Public Value Theory offers a distinct alternative to New Public Management.
**Reason (R) :** Instead of viewing citizens as 'customers' of services, it views them as 'citizens' and focuses on creating outcomes that the public collectively values.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**120.** All of the following can be considered tools for ensuring public accountability EXCEPT:
(A) The Right to Information Act
(B) Social Audit
(C) Citizen Charters
(D) The principle of official secrecy

**121.** What is the most significant value underpinning the Right to Information Act?
(A) The belief that in a democracy, the people are sovereign and the government is accountable to them.
(B) The need to protect government officials from potential public scrutiny regarding their administrative actions.
(C) The goal of generating consistent revenue for the government through various application and processing fees.
(D) The principle that information is the property of the state and is only shared at the discretion of officials.

**122.** Arrange the following forms of governance in a broad historical sequence of their theoretical prominence:
1. Governance as networked steering (modern concept)
2. Governance as statecraft (Kautilya/ Aristotle)
3. Governance as public administration (traditional bureaucracy)
4. Governance as New Public Management

Which of the following codes is correct?
(A) 2, 3, 4, 1
(B) 1, 2, 3, 4
(C) 2, 4, 3, 1
(D) 3, 2, 1, 4

**123.** A local government body, a private waste management company, and a community-based NGO work together to launch a city-wide recycling program. This arrangement exemplifies:
(A) Public Choice Theory
(B) A traditional hierarchical bureaucracy
(C) Networking and Collaborative Governance
(D) Administrative Adjudication

**124.** Consider the following statements:
**Statement I :** The market contributes to governance by efficiently producing goods and services and creating employment.
**Statement II :** The state's role in governance is to create a conducive legal and policy framework within which the market can operate effectively.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**125.** Consider the following statements about Aristotle's views on governance:
1. He favored the rule of law over the rule of any single person.
2. He identified 'Polity' as the best practical form of government.

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Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**160.** Which of the following is an incorrect statement about a Citizen Charter?
(A) It is a legally enforceable document, and citizens can sue the government for non-compliance.
(B) It aims to improve the quality of public services.
(C) It should specify the grievance redressal mechanism.
(D) It is an instrument to promote accountability.

**161.** Who among the following is considered a key theorist of Public Value, contrasting it with the private and public sector models?
(A) Woodrow Wilson
(B) Mark H. Moore
(C) Max Weber
(D) James Buchanan

**162.** "A network of autonomous or semi-autonomous actors who work together to achieve a common public purpose" is a description of:
(A) Traditional hierarchy
(B) Collaborative governance
(C) A market monopoly
(D) A sovereign state

**163.** A citizen is denied a passport without any reason being given. Invoking the RTI Act to demand the reasons for the denial and the rules followed is an attempt to enforce:
(A) Public Choice Theory
(B) Administrative Accountability
(C) Business Process Re-engineering
(D) Civil Society limitations

**164.** What is the relationship between the Rule of Law and Administrative Law?
(A) They are opposing concepts.
(B) Administrative Law is a primary mechanism for upholding the Rule of Law in relation to the executive branch.
(C) The Rule of Law applies only to citizens, while Administrative Law applies only to officials.
(D) Administrative Law exists only in countries that do not have the Rule of Law.

**165.** The primary argument against unlimited delegated legislation is that it:
(A) Is too efficient and fast.
(B) Can lead to the executive branch usurping the law-making function of the legislature, undermining the separation of powers.
(C) Is too transparent for effective governance.
(D) Requires too much public participation.

**166.** Consider the following statements:
**Statement I :** Kautilya's concept of 'Yogakshema' refers to the king's spiritual well-being.
**Statement II :** 'Yogakshema' in the Arthashastra refers to the welfare, well-being, and prosperity of the subjects of the state.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**167.** Which one of the following is a key element of New Public Management (NPM)?
(A) Emphasis on process and rules
(B) Disaggregation of public sector units
(C) Lifetime job security for all public servants
(D) Centralized control and command structure

**168.** The capacity and willingness of a community to use ICT for its social, economic, and political development is known as:
(A) Digital Divide
(B) e-Readiness
(C) e-Government
(D) Business Process Re-engineering

**169.** Identify the correctly matched pair of problem and governance solution.
(A) Inefficient government processes - Business Process Re-engineering
(B) Lack of government transparency - Delegated Legislation
(C) Complex, cross-sectoral issues - Traditional hierarchical management
(D) Abuse of power by administration - Weakening of Administrative Law

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(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**133.** The term 'digital divide' refers to the gap between:
(A) The various software platforms that are currently used by different governmental administrative agencies.
(B) Demographics and regions that have access to modern information and communications technology and those that don't.
(C) The formal public sector and the competitive private business sector in terms of technological adoption and use.
(D) The executive and legislative branches of government regarding their respective digital communication tools.

**134.** What is the 'public' in Public Value Theory?
(A) The individual consumer of a service.
(B) The government bureaucracy.
(C) A collective of citizens with shared interests and values.
(D) The international community.

**135.** Which statement about the State, Market, and Civil Society relationship is incorrect?
(A) The State sets the legal rules for the market.
(B) Civil society can hold both the state and the market accountable.
(C) The market provides goods, services, and innovation.
(D) For effective governance, these three sectors must operate in complete isolation from one another.

**136.** A law is passed by Parliament which empowers the Ministry of Environment to frame specific rules regarding emission standards for different industries. This rule-making power of the Ministry is an instance of:
(A) Rule of Law
(B) Delegated Legislation
(C) Administrative Adjudication
(D) Judicial Activism

**137.** Consider the following themes:
1. Introduction of market mechanisms and competition in the public sector.
2. A focus on outputs and outcomes rather than processes.
3. A shift from a professional, neutral bureaucracy to a more politicized one.
4. An emphasis on managerial autonomy and performance measurement.

Which of the above are correct themes of New Public Management (NPM)?
(A) 1 and 3 only
(B) 1, 2 and 4 only
(C) 2, 3 and 4 only
(D) 1, 2, 3 and 4

**138.** What is the most fundamental purpose of Administrative Law?
(A) To increase the power of administrators over citizens.
(B) To ensure administrative actions are legal, fair, and reasonable.
(C) To replace the ordinary court system entirely.
(D) To detail the day-to-day tasks of every government employee.

**139.** Consider the following statements:
**Statement I :** Accountability and transparency are unrelated concepts in good governance.
**Statement II :** Transparency, by making information accessible, is a necessary condition for holding officials accountable for their actions.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**140.** Match the governance theory with its view of the citizen.
List I: (Theory)
P. Traditional Public Administration
Q. New Public Management
R. Public Value Theory
S. Collaborative Governance
List II: (View of Citizen)
1. Customer
2. Client / Subject
3. Co-producer / Partner
4. Citizen / Owner
Codes:
(A) P-1, Q-2, R-3, S-4
(B) P-2, Q-1, R-4, S-3
(C) P-2, Q-4, R-1, S-3

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than the public interest.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**180.** The enactment of the RTI Act in many countries has had the effect of:
(A) Increasing the culture of secrecy within government.
(B) Empowering citizens and shifting the paradigm from one of government secrecy to one of public transparency.
(C) Making government functioning slower and completely ineffective.
(D) Having no discernible impact on governance.

**181.** The World Bank's Worldwide Governance Indicators (WGI) measure several dimensions of governance. Which of the following is one of them?
(A) Cultural Heritage
(B) National Happiness Index
(C) Control of Corruption
(D) Military Strength

**182.** In governance terminology, what does 'openness' signify?
(A) The government's physical offices being open to the public twenty-four hours a day.
(B) The government's willingness to be consultative, receptive to new ideas, and frank about its operations.
(C) The complete absence of any data privacy laws regarding personal information of citizens.
(D) The practice of holding all legislative sessions in open-air stadiums for maximum visibility.

**183.** A state government passes a law requiring gender-based analysis of all new proposed legislation to understand their differential impact. This is a practical step towards implementing:
(A) Public Choice Theory
(B) Kautilya's statecraft
(C) Business Process Re-engineering
(D) Gender and Governance principles

**184.** Which statement accurately reflects a key principle of Public Value Theory?
(A) Public managers should focus solely on cutting costs, irrespective of the impact on services.
(B) The value of public services is determined solely by the current market price of similar goods.
(C) Public managers have a responsibility to actively create outcomes that citizens value, rather than just passively administering rules.
(D) The "public value" is whatever is decided by senior bureaucrats in closed-door meetings without citizen input.

**185.** Which of the following is NOT an objective of a Citizen Charter?
(A) To ensure transparency and accountability.
(B) To improve service delivery standards.
(C) To provide a platform for political campaigning.
(D) To provide a mechanism for grievance redressal.

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**186.** Consider the following statements:
**Statement I :** Aristotle supported Plato's idea of a "philosopher king" as the ideal form of governance.
**Statement II :** Aristotle was critical of rule by a single person and instead favored the "rule of law" as being supreme.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**187.** From a governance perspective, the primary rationale for citizen participation is that:
(A) It transfers all decision-making power to citizens, making the formal government structure redundant.
(B) It leads to more informed, legitimate, and sustainable decisions that reflect public needs and values.
(C) It is a purely constitutional requirement that has no practical or functional benefit for governance.
(D) It helps in identifying and isolating specific citizens who are openly critical of the

(D) Government to Country

**150.** The ethical principle that public officials should make decisions impartially, fairly, and on merit, without discrimination or bias, is known as:
(A) Objectivity
(B) Selflessness
(C) Integrity
(D) Openness

**151.** A primary reason for the growth of delegated legislation in modern states is:
(A) The legislature's desire to give up its powers.
(B) The increasing complexity and technical nature of subject matters requiring regulation.
(C) The judiciary's request for a reduced workload.
(D) The public demand for fewer laws.

**152.** Consider the following statements:
**Statement I :** The concept of a 'Digital Divide' only refers to the gap in internet access between countries.
**Statement II :** The 'Digital Divide' can also exist within a single country, between its urban and rural populations, or between different socio-economic groups.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**153.** Consider the following:
1. Constitutional Values
2. Family
3. Society
4. Education
5. Corporate Profits

Which of the above are sources for the ethical foundations of governance?
(A) 1, 2, 3 and 4 only
(B) 2, 3, 4 and 5 only
(C) 1, 3, 4 and 5 only
(D) 1, 2 and 5 only

**154.** Which statement about Public Choice Theory is correct?
(A) It idealizes bureaucrats as selfless servants of the public good.
(B) It applies economic principles of rational self-interest to explain political and bureaucratic behavior.
(C) It argues that government intervention is always more efficient than market solutions.
(D) It originated with the writings of Plato and Aristotle.

**155.** An electricity regulatory commission, which is a statutory body, holds a hearing to decide on a proposed tariff hike by a power distribution company. This process is an example of:
(A) A general election
(B) Administrative Adjudication
(C) A civil society protest
(D) The functioning of the market

**156.** The concept of 'polity' as the most practicable form of government, a mix of oligarchy and democracy, was proposed by:
(A) Plato
(B) Kautilya
(C) Aristotle
(D) World Bank

**157.** The principle that information should be available in a timely manner and in a form that is culturally and linguistically accessible to those who need it is a key aspect of:
(A) Secrecy
(B) Accountability
(C) Transparency
(D) Delegated legislation

**158.** The introduction of 'e-procurement' systems by governments, where tenders are invited and submitted online, primarily aims to enhance:
(A) Citizen participation in law-making.
(B) Transparency and reduce corruption in public purchasing.
(C) The digital divide between urban and rural areas.
(D) The power of delegated legislation.

**159.** Consider the following statements:
**Statement I :** Gender and Governance is a field that only focuses on women's issues.
**Statement II :** Gender and Governance is an analytical perspective that examines how power relations between genders affect and are affected by governance institutions and policies.

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service, professional ethics, and critical thinking in future administrators.
(C) A more educated populace is less likely to demand accountability.
(D) Education is solely the responsibility of the family, not the state.

**198.** Consider the following statements:
**Statement I :** A Citizen's Charter is a document that promises to empower citizens in relation to public service delivery.
**Statement II :** One of the key objectives of a Citizen's Charter is to make the administration more transparent and accountable.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**199.** The Rule of Law, as a pillar of good governance, implies all of the following EXCEPT:
(A) Supremacy of the law
(B) Equality before the law
(C) Predominance of legal spirit
(D) Unrestricted discretionary power for the executive

**200.** What is the best example of 'e-Governance' rather than just 'e-Government'?
(A) A government website that provides downloadable forms.
(B) An online portal that allows citizens to collaboratively draft a local policy with municipal officials.
(C) An online system for paying electricity bills.
(D) A website listing the contact numbers of government departments.

**201.** The transfer of administrative or rule-making power from a superior to a subordinate authority, particularly from the legislature to the executive, is called:
(A) Adjudication
(B) Delegation
(C) Participation
(D) Collaboration

**202.** A non-governmental organization (NGO) files a Public Interest Litigation (PIL) to force a polluting industry to shut down, acting on behalf of the affected community. This is an example of:
(A) The market regulating itself.
(B) Civil society playing a watchdog and advocacy role.
(C) The state implementing a citizen charter.
(D) A failure of e-governance.

**203.** In Plato's 'Republic', the state is considered to be:
(A) A necessary evil.
(B) An artificial creation of a social contract.
(C) The individual writ large, a natural institution for achieving justice.
(D) A temporary arrangement until a global government is formed.

**204.** Which statement about New Public Management (NPM) is incorrect?
(A) It promotes competition within the public sector.
(B) It emphasizes performance measurement and management.
(C) It advocates for a strict, hierarchical, and rule-bound bureaucracy.
(D) It treats citizens as 'customers' of government services.

**205.** Consider the following statements:
**Statement I :** The term 'governance' came into wide use in development literature through the work of the World Bank in the late 1980s.
**Statement II :** The World Bank's initial interest in governance was linked to the effectiveness of its development aid and structural adjustment programs.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**206.** The primary difference between Administrative Law and Constitutional Law is that:
(A) Constitutional Law is superior and deals with the structure of the state, while Administrative Law deals with the functioning of the administration.
(B) Administrative Law is superior to Constitutional Law.
(C) Constitutional Law applies to citizens, while

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**170.** A major intended effect of establishing administrative tribunals is to:
(A) Increase the burden on ordinary courts.
(B) Provide speedy and expert-driven resolution of specific types of administrative disputes.
(C) Make the process of justice more expensive and time-consuming.
(D) Eliminate the role of lawyers in legal proceedings.

**171.** All of the following are characteristics of good governance EXCEPT:
(A) Responsiveness
(B) Consensus Oriented
(C) Arbitrariness
(D) Effectiveness and Efficiency

**172.** The most significant limitation of civil society organizations can be their:
(A) Ability to raise awareness on important issues.
(B) Lack of their own internal accountability and representativeness.
(C) Role in providing services to marginalized communities.
(D) Capacity to innovate in social sectors.

**173.** Consider the following statements:
**Statement I :** The market plays a role in governance by providing economic efficiency and innovation.
**Statement II :** The state plays no role in regulating the market in a modern governance framework.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**174.** A government launches a single-window portal that integrates services from multiple departments (e.g., birth certificate, driver's license, tax payment) into one platform. This is a practical example of:
(A) e-Government aimed at enhancing citizen convenience and accessibility.
(B) A specific limitation of the various sectors within civil society.
(C) Plato's theoretical concept of the structure of the ideal state.
(D) The formal process of administrative adjudication within the executive.

**175.** The values of 'justice, liberty, equality, and fraternity' which form an ethical foundation for governance in India are enshrined in which part of the Constitution?
(A) The Preamble
(B) The Fundamental Duties
(C) The Directive Principles of State Policy
(D) The section on Emergency Provisions

**176.** The idea that governance is not about rowing (doing everything itself) but about steering (setting direction and facilitating) is central to:
(A) Traditional Public Administration
(B) The concept of the modern 'governance' paradigm
(C) Kautilya's Arthashastra
(D) The Rule of Law

**177.** Which of the following statements about accountability is incorrect?
(A) It is the cornerstone of democratic governance.
(B) It requires that public officials are answerable for their actions.
(C) It can only be ensured through elections.
(D) Transparency is a prerequisite for accountability.

**178.** What is the best description of the relationship between family, society, education, and ethical governance?
(A) They are irrelevant to the professional conduct of a public servant.
(B) They are the primary socializing agents that shape the moral character and values of individuals who form the government.
(C) They are sources of corruption that ethical governance must fight against.
(D) They provide the legal framework for ethical governance.

**179.** Consider the following statements:
**Statement I :** Public Choice Theory suggests that government failure is a possible outcome of the political process.
**Statement II :** This failure can occur when self-interested politicians and bureaucrats pursue policies that serve their own interests rather

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(D) P-4, Q-1, R-2, S-3

**141.** Which organization defines governance as "the traditions and institutions by which authority in a country is exercised"?
(A) United Nations Development Programme (UNDP)
(B) World Bank
(C) International Monetary Fund (IMF)
(D) World Trade Organization (WTO)

**142.** The role of civil society as a 'watchdog' primarily involves:
(A) Providing services where the government is absent.
(B) Directly contesting elections to gain political power.
(C) Monitoring government actions to ensure they are in the public interest and exposing misconduct.
(D) Funding government projects and programs.

**143.** Consider the following:
1. Increased public trust in government.
2. More responsive and sustainable public policies.
3. Empowerment of marginalized communities.
4. Enhanced accountability of public officials.
5. A complete halt to all government decision-making.

Which of the above are potential outcomes of effective citizen participation?
(A) 1, 2, 3 and 4 only
(B) 2, 3, 4 and 5 only
(C) 1, 3, 4 and 5 only
(D) 1, 2, 3, 4 and 5

**144.** Which statement correctly describes the purpose of the Central Information Commission in India?
(A) To generate information for the government's use.
(B) To act as the highest appellate body for the RTI Act and ensure its implementation.
(C) To provide technical support for e-governance projects.
(D) To draft all new laws related to information and broadcasting.

**145.** A government agency that previously handled all its tasks in separate, sequential departments decides to create cross-functional teams to handle a client's case from start to finish. This is an application of the principles of:
(A) Delegated Legislation
(B) Business Process Re-engineering
(C) Plato's theory of forms
(D) Public Choice Theory

**146.** Consider the following statements:
**Statement I :** The concept of a Citizen Charter originated in the United Kingdom.
**Statement II :** The primary goal of the Citizen Charter initiative was to make public services more responsive and citizen-friendly.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**147.** Which of the following is NOT a form of accountability in governance?
(A) Political accountability (through elections)
(B) Legal accountability (through courts)
(C) Administrative accountability (within the hierarchy)
(D) Absolute unaccountability (discretion without review)

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**148.** What distinguishes 'governance' from 'government'?
(A) 'Government' refers to formal institutions, while 'governance' refers to the general process of ruling.
(B) 'Government' is a term used in monarchies, while 'governance' is exclusively used in democracies.
(C) 'Government' implies a single actor (the state), while 'governance' implies multiple actors and networks.
(D) There is no substantive distinction between the two; the terms are perfectly interchangeable in use.

**149.** In the context of e-Governance, what does 'G2C' stand for?
(A) Government to Citizen
(B) Government to Corporation
(C) Group to Citizen

current government.

**188.** The practice of government agencies publishing their Citizen Charters was a key recommendation of which administrative reform initiative in India?
(A) The Nolan Committee
(B) The Second Administrative Reforms Commission (ARC)
(C) The Hoover Commissions
(D) The Arthashastra by Kautilya

**189.** The gap in access to and use of information and communication technologies between different groups of society is termed:
(A) e-Readiness
(B) e-Governance
(C) The Digital Divide
(D) Business Process Re-engineering

**190.** Which of the following statements regarding the role of civil society is incorrect?
(A) Civil society can act as a voice for the poor and marginalized.
(B) Civil society organizations are a part of the formal government structure.
(C) Civil society can provide alternative models of service delivery.
(D) Civil society plays a crucial role in holding the state accountable.

**191.** A tax department, facing criticism for its complex and opaque procedures, revamps its entire workflow to be more citizen-centric, transparent, and technology-driven. This is a clear instance of:
(A) Delegated Legislation
(B) Business Process Re-engineering
(C) Administrative Adjudication
(D) Public Choice Theory

**192.** Consider the following statements:
**Statement I :** The concept of governance is broader than the concept of government.
**Statement II :** Governance involves only the state, whereas government involves the state, market, and civil society.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

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**193.** The rise of networks and collaborative arrangements in governance is largely a response to:
(A) The absolute success of traditional hierarchical models in solving all complex societal problems.
(B) The increasing complexity and interconnectedness of public problems, which no single actor can solve alone.
(C) A deliberate desire by central governments to reduce their levels of transparency and public accountability.
(D) A global trend towards returning to ancient and centralized monarchical systems of authority.

**194.** What is the most crucial ethical obligation derived from Constitutional values for a public servant?
(A) To serve the interests of their preferred political party.
(B) To uphold the principles of justice, liberty, equality, and fraternity in their official conduct.
(C) To prioritize personal financial gain.
(D) To maintain absolute secrecy in all matters, even from citizens.

**195.** A quasi-judicial body set up to resolve disputes arising from the implementation of the Right to Information Act is the:
(A) Supreme Court
(B) High Court
(C) Administrative Tribunal
(D) Information Commission

**196.** The theoretical perspective that views voters, politicians, and bureaucrats as self-interested actors is known as:
(A) Public Value Theory
(B) Collaborative Governance
(C) New Public Management
(D) Public Choice Theory

**197.** Which of the following correctly describes the role of education in fostering ethical governance?
(A) Education's role is limited to providing technical skills.
(B) Education can instill a sense of public

3. He believed a large and stable middle class was key to a good state.
4. He advocated for a communistic system where property and family were held in common by the ruling class.

Which of the above statements are correct?
(A) 1 and 4 only
(B) 2 and 3 only
(C) 1, 2 and 3 only
(D) 1, 2, 3 and 4

**126.** The UNDP's influential 1997 policy paper on governance was titled:
(A) Governance and the State
(B) Governance for Sustainable Human Development
(C) Re-inventing Government
(D) The State in a Changing World

**127.** The process of fundamentally rethinking and radically redesigning business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed is known as:
(A) Citizen Participation
(B) Business Process Re-engineering (BPR)
(C) Delegated Legislation
(D) Administrative Law

**128.** Match the concept with its originator or main proponent.
List I: (Concept)
P. Public Value Theory
Q. Public Choice Theory
R. Governance as 'steering'
S. Good Governance Indicators
List II: (Proponent/Institution)
1. James Buchanan & Gordon Tullock
2. World Bank
3. Mark Moore
4. Jan Kooiman
Codes:
(A) P-1, Q-3, R-2, S-4
(B) P-3, Q-1, R-4, S-2
(C) P-3, Q-2, R-1, S-4
(D) P-4, Q-1, R-2, S-3

**129.** Which statement accurately reflects the role of the Constitution in providing an ethical foundation for governance?
(A) It only outlines the powers of the government, not its ethical obligations.
(B) It is a static document with no relevance to modern ethical dilemmas.
(C) It embodies the fundamental values and principles (like justice, liberty, equality) that must guide the actions of the state.
(D) It provides detailed procedural rules for every administrative action, leaving no room for any form of ethical discretion.

**130.** Which of the following is the best example of 'openness' in governance?
(A) A government publishing its annual budget only after it has been passed.
(B) A government department holding pre-legislative consultation meetings with stakeholders before drafting a new law.
(C) A government agency refusing to provide information, citing national security for all matters.
(D) A government releasing only positive performance data while hiding negative reports.

**131.** Consider the following:
1. Lack of public awareness about the Charter.
2. Resistance to change from within the bureaucracy.
3. Inadequate training of staff responsible for its implementation.
4. The Charter being formulated without consulting citizens or stakeholders.
5. The Charter being treated as a mere formality rather than a tool for change.

Which of the above are potential challenges in implementing a Citizen Charter?
(A) 1, 2 and 3 only
(B) 3, 4 and 5 only
(C) 1, 2, 4 and 5 only
(D) 1, 2, 3, 4 and 5

**132.** Consider the following statements:
**Statement I :** Kautilya advocated for a centralized and strong monarchy to ensure the security and prosperity of the state.
**Statement II :** Kautilya's Arthashastra is primarily a spiritual text focused on individual salvation.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.

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Administrative Law applies to officials.
(D) There is no substantive difference between the two.

**207.** A governance system where citizens have multiple avenues for engaging in the policy process, beyond just voting, is best described as:
(A) Autocratic
(B) Oligarchic
(C) Participatory
(D) Laissez-faire

**208.** The increasing use of ICT in governance directly leads to a greater need to address the issue of:
(A) The Digital Divide
(B) Traditional monarchies
(C) Plato's theory of forms
(D) Kautilya's Mandala theory

**209.** The concept that public managers can and should actively create value for the public, analogous to how private managers create value for shareholders, is the central tenet of:
(A) Public Choice Theory
(B) New Public Management
(C) Public Value Theory
(D) Scientific Management Theory

**210.** Which of the following is a correct statement about the ethical role of family and society?
(A) They have no influence on an individual's ethical framework.
(B) They are the primary institutions for the early inculcation of moral values like honesty and compassion.
(C) They primarily teach individuals to be self-serving at the expense of others.
(D) Their influence is completely erased by formal education.

**211.** Consider the following statements:
**Statement I :** Accountability is the obligation to give an answer for one's actions.
**Statement II :** Transparency is the condition of those actions being observable by outsiders.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**212.** A country establishes a tribunal specifically to hear disputes between telecom service providers and the national regulator. This body is an example of:
(A) The legislature in session
(B) A civil society network
(C) A mechanism for Administrative Adjudication
(D) A Citizen Charter

**213.** Kautilya's discourse on good governance in the Arthashastra includes detailed advice on all the following subjects EXCEPT:
(A) Espionage and intelligence gathering
(B) Tax collection and treasury management
(C) Foreign policy and warfare
(D) The conduct of democratic elections

**214.** In the context of the State-Market-Civil Society framework, the state's unique and primary role is to:
(A) Maximize profits.
(B) Mobilize volunteers for social causes.
(C) Exercise legitimate authority and create the legal and institutional framework for society.
(D) Produce all goods and services required by citizens within the national territory.

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**215.** The use of Information and Communication Technology (ICT) by the government to provide services and information to citizens is called:
(A) e-Readiness
(B) e-Government
(C) Digital Divide
(D) Networking

**216.** The idea that an imbalance between men and women in decision-making roles leads to policy outcomes that are not equitable is a key concern of:
(A) Public Choice Theory
(B) Gender and Governance
(C) New Public Management
(D) Kautilya's Arthashastra

**217.** Which of the following is an incorrect statement about the Right to Information?
(A) It is a tool for promoting transparency.
(B) It empowers ordinary citizens to question the government.

prosperity, while Aristotle focused on social justice.
(C) Aristotle advocated for a centralized state, whereas Plato proposed a mixed constitution.
(D) Aristotle's approach was purely theoretical, while Plato's was based on empirical analysis.

**253.** The principle "praja sukhe sukham rajnah" is attributed to which thinker's concept of governance?
(A) Aristotle, focusing on the common good in a polity.
(B) Plato, concerning the philosopher-king's duty to the state.
(C) Kautilya, emphasizing the king's happiness in his subjects' welfare.
(D) Socrates, as a precursor to Plato's ethical state.

**254.** Based on the passage, what did Aristotle consider to be the most practical and stable form of government?
(A) A monarchy led by a philosopher-king.
(B) An aristocracy based on virtue.
(C) A highly centralized and regulated administration.
(D) A 'polity' or mixed constitution.

**255.** The source suggests that the common thread among Kautilya, Plato, and Aristotle is their focus on:
(A) Implementing a globally uniform model of governance.
(B) Prioritizing individual rights over state authority.
(C) Establishing a well-ordered and functional state.
(D) Advocating for a decentralized administrative structure.

**Direction :** Please read the following source carefully.

*Good governance is a multifaceted concept that extends beyond the mere act of governing. It encompasses specific elements and manifests in various forms, adapting to different societal contexts. Key elements universally associated with good governance include participation, rule of law, transparency, responsiveness, consensus orientation, equity and inclusiveness, effectiveness and efficiency, and accountability. These elements are interdependent and mutually reinforcing, forming a framework for evaluating the quality of governance. For instance, transparency is crucial for ensuring accountability, while participation helps make governance more responsive and equitable. The forms of good governance can be broadly categorized. Democratic governance emphasizes citizen participation and political accountability. Corporate governance applies these principles to business entities, focusing on the relationships between management, the board, shareholders, and other stakeholders. Similarly, global governance refers to the complex of formal and informal institutions, mechanisms, and processes that manage global affairs in the absence of a world government. The ultimate aim across all its forms is to ensure that decision-making processes are just, impartial, and oriented towards sustainable human development, minimizing corruption and taking into account the voices of the most vulnerable in society. This requires a robust legal framework, an impartial judiciary, and a professionalized public administration.*

Based on the above source, attempt the following five questions.

**256.** Which of the following is NOT listed in the passage as a key element of good governance?
(A) Equity and inclusiveness.
(B) Global sovereignty.
(C) Effectiveness and efficiency.
(D) Consensus orientation.

**257.** The passage suggests that the relationship between the elements of good governance is best described as:
(A) Hierarchical, with rule of law being the most important.
(B) Sequential, where one element must be achieved before the next.
(C) Independent, with each element functioning separately.
(D) Interdependent and mutually reinforcing.

**258.** According to the source, corporate governance is concerned with applying good governance principles to:
(A) The relationships within business entities.

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(D) The law applies only to the common citizens.

**227.** A government decides to outsource the maintenance of public parks to private contractors, who are paid based on performance metrics like cleanliness and user satisfaction. This approach is heavily influenced by:
(A) New Public Management (NPM)
(B) Kautilya's principles of governance
(C) Plato's theory of the ideal state
(D) Traditional Public Administration

**228.** Consider the following statements:
**Statement I :** Delegated legislation is a necessary tool for modern governance due to the technicality and volume of laws required.
**Statement II :** There are no mechanisms to control or check the exercise of power under delegated legislation.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**229.** What is the primary purpose of the Central Information Commission as an institution?
(A) To control the flow of information to the public.
(B) To act as an independent guardian of the Right to Information.
(C) To advise the government on technology policy.
(D) To prosecute individuals who leak government secrets.

**230.** Identify the incorrectly matched concept and its description.
(A) e-Government - Provision of online services.
(B) Digital Divide - Gap in ICT access.
(C) e-Readiness - Readiness to use and benefit from ICT.
(D) BPR - Making minor, continuous improvements.

**231.** The ancient Greek philosopher who was a student of Plato and a tutor to Alexander the Great, and who wrote extensively on 'polity' and the rule of law, was:
(A) Aristotle
(B) Socrates
(C) Herodotus
(D) Pericles

**232.** The collective of non-governmental, non-market citizen organizations and initiatives that operate in the public sphere is known as:
(A) The Market
(B) The State
(C) Civil Society
(D) The Bureaucracy

**233.** Consider the following statements:
**Statement I :** Public Value Theory argues that the primary goal of public managers is to create public value.
**Statement II :** Public value is created when the collective preferences of the citizenry are met through government action.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

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**234.** A government ministry drafts a new environmental policy. Before finalizing it, the ministry publishes the draft online and invites comments and suggestions from citizens, experts, and industries. This practice is an example of:
(A) Openness and Citizen Participation
(B) Administrative Adjudication
(C) A failure of the Rule of Law
(D) The Digital Divide

**235.** The ethical values that should guide a public servant, derived from the Constitution, include all of the following EXCEPT:
(A) Justice
(B) Equality
(C) Personal Loyalty to a Political Leader
(D) Liberty

**236.** The most fundamental objective of the Right to Information Act is to:
(A) Generate revenue for the government.
(B) Harass public officials.
(C) Foster a culture of transparency and accountability in the working of every public authority.
(D) Provide employment for various Information

Commissioners and administrative staff.

**237.** The UNDP emphasizes that good governance is a means to achieve the end goal of:
(A) Maximizing state power.
(B) Sustainable human development.
(C) Market dominance.
(D) Military superiority.

**238.** Which statement accurately reflects Aristotle's political philosophy?
(A) He believed democracy was the most stable and ideal form of government.
(B) He advocated for a 'polity' (constitutional government) as a practical ideal, balancing the interests of the rich and the poor.
(C) He proposed a system where a single wise 'Philosopher King' should rule.
(D) He argued for the abolition of private property and the family.

**239.** "A body of law created by administrative agencies in the form of rules, regulations, orders, and decisions" is the definition of:
(A) Constitutional Law
(B) Civil Law
(C) Administrative Law
(D) Criminal Law

**240.** Consider the following statements:
**Statement I :** Networking and Collaborative Governance involves only government agencies working together.
**Statement II :** This form of governance often includes actors from the private sector and civil society to address complex problems.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**241.** A public official who makes a decision based on evidence and rules, without any bias towards friends or relatives, is demonstrating the ethical principle of:
(A) Self-interest
(B) Objectivity and Impartiality
(C) Flexibility
(D) Secrecy

**242.** Which statement about a Citizen's Charter is incorrect?
(A) It should be formulated with citizen consultation.
(B) It is a static document that should never be revised.
(C) It should contain standards of service and timeframes.
(D) It aims to make an organization more citizen-centric.

**243.** The theory that applies economic reasoning to non-market decision-making, assuming that politicians and bureaucrats are self-interest maximizers, is:
(A) Public Value Theory
(B) Public Choice Theory
(C) Plato's Theory of Justice
(D) Collaborative Governance Theory

**244.** The main reason why gender is a critical dimension of governance is that:
(A) Men and women have fundamentally different capabilities for high-level political leadership.
(B) Public policies and programs often have differential impacts on men and women, which can create inequality if not addressed.
(C) International law requires a strict fifty percent quota for women in all available government jobs.
(D) Gender issues are only relevant in family matters and have no place in the sphere of public governance.

**245.** The idea of 'governance without government' refers to:
(A) A state of anarchy and total chaos within a territory.
(B) Coordination among non-state actors, such as in global policy networks or private standard-setting bodies.
(C) A system ruled by a single, all-powerful monarch with absolute authority.
(D) A government that has formally ceased all of its legal and administrative functions.

**246.** Consider the following statements:
**Statement I :** The World Bank promotes a prescriptive, one-size-fits-all model of governance for all countries.

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**Statement II :** The World Bank's approach to governance is primarily diagnostic, using indicators to assess the quality of governance across different dimensions.

Which of the following options is correct?

(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**247.** Good governance is characterized by all of the following attributes except:

(A) Transparency
(B) Accountability
(C) Participation
(D) Indifference

**248.** When a government digitizes all land records and makes them publicly searchable online to prevent fraud and disputes, it is using ICT for:

(A) Enhancing transparency and accountability.
(B) Promoting the digital divide.
(C) Limiting citizen participation.
(D) Weakening the rule of law.

**249.** In Kautilya's Arthashastra, the welfare of the people is described by the term:

(A) Dharma
(B) Moksha
(C) Yogakshema
(D) Artha

**250.** Which of the following is a correct statement regarding the relationship between the three sectors of governance?

(A) Effective governance often depends on the constructive interaction and partnership between the state, market, and civil society.
(B) The state, market, and civil society function as mutually exclusive entities that must operate in complete isolation from one another.
(C) The market and civil society are treated as subordinate administrative departments that strictly follow the directives of the state.
(D) The state's primary and only role is to eventually be replaced by the efficient mechanisms of the market and civil society.

**Direction :** Please read the following source carefully.

*The ancient discourse on governance, as articulated by seminal thinkers like Kautilya, Plato, and Aristotle, provides a foundational understanding of the principles of a well-ordered state. Kautilya's 'Arthashastra' presents a pragmatic and somewhat authoritarian model of good governance, where the welfare of the subjects (praja sukhe sukham rajnah) is paramount, but achieved through a highly centralized and meticulously regulated administrative machinery. For Kautilya, the state's stability and prosperity, underpinned by a strong economy and effective law enforcement, constituted the core of good governance. In contrast, Plato, in his 'Republic', envisioned an ideal state ruled by a philosopher-king, whose wisdom and virtue would ensure justice and harmony. His concept of governance was deeply rooted in ethics and the pursuit of the 'good life', with a rigid class structure designed to maintain societal order. Aristotle, a student of Plato, offered a more empirical approach in his 'Politics'. He analyzed various existing constitutions and proposed a mixed constitution, or 'polity', as the most practical and stable form of government, balancing the interests of the rich and the poor. For Aristotle, good governance was synonymous with the rule of law, which he considered superior to the rule of any individual, however wise.*

Based on the above source, attempt the following five questions.

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**251.** Which of the following best captures the essence of Kautilya's approach to good governance as described in the paragraph?

(A) A system based on democratic participation and individual liberty.
(B) A pragmatic framework centered on state stability and subject welfare through centralized control.
(C) A governance model prioritizing ethical pursuits and philosophical leadership.
(D) A constitutional model balancing the interests of various social classes.

**252.** According to the source, a key difference between Plato's and Aristotle's views on good governance is that:

(A) Plato favored a wise ruler, whereas Aristotle prioritized the rule of law.
(B) Plato was concerned with economic

*market-based models. This approach recognizes that complex, "wicked" problems such as climate change, public health crises, and urban decay cannot be solved by any single actor, whether public or private. Collaborative governance involves public agencies directly engaging non-state stakeholders in a collective, consensus-oriented decision-making process that is formal, organized, and aimed at making or implementing public policy. It is built on principles of shared power, mutual learning, and joint problem-solving. A key tool often associated with the modernization of processes that supports such collaboration is Business Process Re-engineering (BPR). BPR involves the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed. In the context of governance, BPR is applied to streamline administrative procedures, break down departmental silos, and create more agile, citizen-centric workflows. By re-engineering outdated and inefficient public sector processes, BPR can create the operational capacity and flexibility required for effective networking and collaboration with external partners, thereby enhancing the overall efficacy of collaborative governance initiatives.*

Based on the above source, attempt the following five questions.

**276.** Collaborative Governance is presented in the passage as a response to the challenge of:
(A) Complex, "wicked" problems requiring multi-actor solutions.
(B) Problems that can be easily solved by single government agencies.
(C) The need for stricter hierarchical control in the public sector.
(D) The failure of market-based mechanisms in the private sector.

**277.** Which of the following is identified as a core principle of collaborative governance?
(A) Centralized authority and unilateral decision-making.
(B) Strict separation between public and private sectors.
(C) Informal and ad-hoc communication channels.
(D) Shared power and joint problem-solving.

**278.** The passage defines Business Process Re-engineering (BPR) as a:
(A) Minor adjustment of existing administrative rules.
(B) Fundamental rethinking and radical redesign of processes.
(C) Method for increasing the budget of public agencies.
(D) Gradual, incremental improvement of workflows.

**279.** How does BPR support collaborative governance, according to the source?
(A) By reinforcing departmental silos to protect information.
(B) By increasing the complexity of administrative procedures.
(C) By creating the operational capacity and flexibility needed for networking.
(D) By replacing human interaction with fully automated systems.

**280.** The primary goal of applying BPR in the public sector, as described in the passage, is to:
(A) Preserve traditional administrative structures and practices.
(B) Focus solely on input-based metrics rather than outcomes.
(C) Limit the engagement of non-state stakeholders in policy-making.
(D) Achieve dramatic improvements in performance measures like cost, quality, and speed.

**Direction :** Please read the following source carefully.

*The integration of Information and Communication Technology (ICT) into public administration has profoundly reshaped the landscape of governance, leading to the concepts of e-Government and e-Governance. While often used interchangeably, a distinction is critical: e-Government typically refers to the use of ICT by public sector agencies to improve their internal operations and the delivery of public services. It is about making government 'smarter' through online services, digital record-keeping, and enhanced information dissemination. E-Governance, however, is a broader and more transformative concept. It encompasses the use of ICT to enhance the very nature of governance*

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(B) The management of global affairs.
(C) The functioning of non-governmental organizations.
(D) The administration of local government bodies.

**259.** Based on the description, what is the primary distinction between 'democratic governance' and 'global governance'?
(A) Democratic governance is formal, while global governance is exclusively informal.
(B) Democratic governance focuses on efficiency, while global governance prioritizes equity.
(C) Democratic governance is about citizen participation, while global governance manages international affairs without a single world government.
(D) Democratic governance applies to states, while global governance applies only to corporations.

**260.** What does the passage identify as a foundational requirement for achieving good governance across its various forms?
(A) A robust legal framework and an impartial judiciary.
(B) The complete absence of political conflict.
(C) A single-party political system for efficient decision-making.
(D) The privatization of all public services.

**Direction :** Please read the following source carefully.

*The conceptualization of governance by international bodies like the World Bank and the United Nations Development Programme (UNDP) has been influential in shaping contemporary public administration. The World Bank, in its 1989 report on Sub-Saharan Africa, initially framed 'governance' as the manner in which power is exercised in the management of a country's economic and social resources for development. This perspective was closely tied to its lending policies, emphasizing aspects like public sector management, accountability, legal frameworks for development, and information transparency. The Bank developed the Worldwide Governance Indicators, which measure dimensions such as Voice and Accountability, Political Stability, Government Effectiveness, Regulatory Quality, Rule of Law, and Control of Corruption. The UNDP, on the other hand, adopts a broader, more human-centric approach. It defines governance as the system of values, policies, and institutions by which a society manages its economic, political, and social affairs. The UNDP's framework strongly emphasizes participation, human rights, and sustainable human development, viewing good governance as an end in itself, not merely as an instrument for economic growth. While both organizations highlight the importance of transparency, accountability, and the rule of law, the World Bank's approach is often seen as more technocratic and economically oriented, whereas the UNDP's is more explicitly political and rights-based.*

Based on the above source, attempt the following five questions.

**261.** According to the passage, the World Bank initially defined governance in the context of:
(A) The promotion of democratic values globally.
(B) The historical evolution of political systems.
(C) The protection of human rights in conflict zones.
(D) The management of economic and social resources for development.

**262.** Which of the following is listed as one of the World Bank's Worldwide Governance Indicators?
(A) Human Development Index.
(B) Regulatory Quality.
(C) Cultural Heritage Preservation.
(D) Social Media Freedom.

**263.** The source contrasts the World Bank's and UNDP's approaches to governance by stating that:
(A) The World Bank focuses on human rights, while the UNDP focuses on economic lending.
(B) The UNDP's approach is more technocratic, while the World Bank's is more political.
(C) The World Bank's perspective is more economically oriented, while the UNDP's is more human-centric and rights-based.
(D) The UNDP rejects the importance of accountability, while the World Bank champions it.

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(C) It aims to strengthen the culture of secrecy in administration.
(D) It is considered a key component of good governance.

**218.** Consider the following statements:
**Statement I :** Aristotle, in his work 'Politics', classifies governments based on who rules and in whose interest.
**Statement II :** He argued that Monarchy, Aristocracy, and Polity are good forms of government when rulers govern for the common good.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**219.** A city government partners with a university and several tech companies to develop a "smart city" plan, with continuous input from residents via online forums and public meetings. This process is a clear example of:
(A) An ancient form of governance
(B) A purely market-driven initiative
(C) Collaborative and participatory governance
(D) A breakdown of the rule of law

**220.** What is "Administrative Law"?
(A) The law made by administrators.
(B) The law that governs the activities of administrative agencies of government.
(C) The law that is administered by the highest court of the land.
(D) The law that governs private contracts between citizens.

**221.** What is the most significant contribution of the Citizen Charter to governance?
(A) It serves as a beautiful poster in government offices.
(B) It legally binds the government to provide compensation for any service delay.
(C) It represents a symbolic and practical shift towards a more citizen-centric and service-oriented administration.
(D) It eliminates the need for any other form of accountability within the public sector.

**222.** The ethical foundations of governance are rooted in all the following EXCEPT:
(A) The values enshrined in the Constitution.
(B) The moral teachings imparted by family and society.
(C) The principle of maximizing bureaucratic power.
(D) The professional ethics fostered by the education system.

**223.** Consider the following statements:
**Statement I :** The "Digital Divide" can hinder the effectiveness of e-governance initiatives.
**Statement II :** e-Readiness assesses the preparedness of a society to benefit from ICT, and a low level of e-Readiness indicates a significant Digital Divide.
Which of the following options is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**224.** Which of the following is NOT one of the three actors of governance?
(A) State
(B) Market
(C) Judiciary
(D) Civil Society

**225.** Which statement accurately reflects a limitation of civil society?
(A) Civil society organizations are always perfectly democratic and accountable to the general public interest.
(B) Some CSOs may be driven by narrow agendas or be accountable only to their external funders, rather than communities.
(C) Civil society has no structural capacity to influence public policy or shape broader public opinion.
(D) Civil society is considered synonymous with the private business sector in terms of its goals and operations.

**226.** The core principle of 'Rule of Law' is that:
(A) The law is what the ruler says it is.
(B) The law is supreme and no one is above it, including those in power.
(C) The law should be flexible to accommodate the interests of the powerful.

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**270.** The source attributes the enhanced role of the Market in governance to the rise of:
(A) Socialist ideologies.
(B) Traditional public administration theories.
(C) Communitarian philosophies.
(D) Neo-liberal ideologies.

**Direction :** Please read the following source carefully.

*The theoretical underpinnings of New Public Management (NPM) are deeply rooted in Public Choice Theory and managerialism. Public Choice Theory applies economic principles to political science, viewing government officials and politicians as rational, self-interested actors, much like individuals in the marketplace. It critiques traditional bureaucracy for its inherent inefficiencies, tendency toward budget maximization, and lack of responsiveness to citizen needs. Building on this critique, NPM emerged as a reform paradigm advocating for a more market-oriented and business-like public sector. Key tenets of NPM include a focus on performance measurement, output-based accountability, decentralization of management authority, and competition in public service provision. It promotes treating citizens as 'customers' whose preferences should shape service delivery. The goal is to enhance efficiency, economy, and effectiveness by unbundling large bureaucratic structures into smaller, more autonomous agencies and introducing quasi-market mechanisms. In contrast, the more recent Public Value Theory has emerged partly as a critique of NPM's perceived shortcomings. While NPM focuses on efficiency and customer satisfaction, Public Value Theory, articulated by scholars like Mark Moore, argues that public managers should be seen as creators of 'public value', analogous to how private managers create private value (profit). This requires navigating a complex 'strategic triangle' of legitimacy and support, operational capabilities, and the substantive value of the proposed outcomes.*

Based on the above source, attempt the following five questions.

**271.** According to the passage, Public Choice Theory views government officials primarily as:
(A) Altruistic servants dedicated to the public good.
(B) Irrational actors prone to unpredictable decisions.
(C) Rational, self-interested individuals.
(D) Passive implementers of legislative mandates.

**272.** Which of the following is described as a key tenet of New Public Management (NPM)?
(A) Centralization of all management authority.
(B) Treating citizens as customers and promoting competition.
(C) A focus on inputs rather than performance outcomes.
(D) Expanding traditional bureaucratic structures.

**273.** The source suggests that Public Value Theory emerged as a critique of NPM's:
(A) Excessive focus on public participation and deliberation.
(B) Lack of emphasis on performance measurement.
(C) Failure to apply economic principles to the public sector.
(D) Perceived narrow focus on efficiency and customer satisfaction.

**274.** What concept from Public Value Theory is analogous to 'profit' in the private sector?
(A) The creation of 'public value'.
(B) The maximization of the agency's budget.
(C) The level of customer satisfaction.
(D) The degree of decentralization achieved.

**275.** The passage indicates that NPM seeks to improve public sector performance by:
(A) Reinforcing traditional hierarchical bureaucracy.
(B) Increasing the number of regulations and controls.
(C) Introducing market-oriented mechanisms and decentralization.
(D) Discouraging competition among service providers.

**Direction :** Please read the following source carefully.

*The evolution of governance theory has led to an increased emphasis on Networking and Collaborative Governance, representing a departure from traditional hierarchical and*

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**264.** What does the passage imply is a key motivation behind the World Bank's focus on governance?
(A) A purely academic interest in political theory.
(B) Its role in shaping global cultural norms.
(C) The establishment of a single global government.
(D) Its lending policies and the effectiveness of development aid.

**265.** A fundamental difference highlighted in the passage is that the UNDP views good governance as:
(A) An end in itself, linked to sustainable human development.
(B) An instrument solely for achieving economic growth.
(C) A temporary measure for crisis management.
(D) A concept applicable only to developed nations.

**Direction :** Please read the following source carefully.

*The contemporary landscape of governance is characterized by a complex interplay between the State, the Market, and Civil Society. This tripartite relationship marks a significant shift from the traditional state-centric model of public administration, where the government was the primary, if not sole, provider of public services and regulation. The rise of neo-liberal ideologies has championed the role of the Market, advocating for privatization, deregulation, and the introduction of market-based mechanisms to enhance efficiency and choice. This has led to the state's role transforming from a direct 'provider' to a 'facilitator' or 'enabler', steering rather than rowing. Concurrently, the Civil Society, comprising non-governmental organizations (NGOs), community groups, and citizen movements, has emerged as a crucial third sector. It acts as both a partner in service delivery and a watchdog holding both the state and the market accountable. This dynamic has given rise to networked and collaborative governance models where solutions to complex societal problems are co-produced through partnerships between government agencies, private firms, and civil society organizations. However, this reconfigured relationship is not without its challenges, including issues of democratic accountability in non-state actors, the potential for market failures, and the risk of civil society co-optation by state or market interests.*

Based on the above source, attempt the following five questions.

**266.** What is the primary shift in the governance model described in the paragraph?
(A) From a market-dominated system to a state-centric one.
(B) From a state-centric model to a tripartite relationship involving the State, Market, and Civil Society.
(C) From a civil society-led model to one dominated by the market.
(D) From a tripartite model to a system solely managed by international bodies.

**267.** The phrase "steering rather than rowing" describes the state's transformed role as a:
(A) Direct provider of all public services.
(B) Facilitator and enabler in a networked governance environment.
(C) Watchdog holding the market accountable.
(D) Sole regulator of civil society activities.

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**268.** According to the passage, what are the two primary roles of Civil Society in the contemporary governance landscape?
(A) Acting as a service delivery partner and a watchdog.
(B) Replacing the state and controlling the market.
(C) Exclusively funding government projects and political campaigns.
(D) Formulating economic policy and implementing deregulation.

**269.** Which of the following is identified in the source as a potential challenge of the tripartite governance model?
(A) Excessive efficiency leading to public sector job losses.
(B) The complete withdrawal of the state from public life.
(C) Issues of democratic accountability concerning non-state actors.
(D) A decline in the influence of market-based principles.

*itself, aiming to make it more participatory, transparent, and accountable. It involves not just the government but also citizens and civil society in decision-making processes, facilitating a new quality of relationship between the state and its citizens. A crucial prerequisite for the success of these initiatives is 'e-Readiness', which measures a country's capacity to participate in the digital economy and society. This includes infrastructure, affordability, and the digital literacy of the population. Conversely, a significant challenge is the 'Digital Divide'—the gap between those who have effective access to digital technology and those who do not. This divide can exist between countries, within countries (e.g., urban vs. rural), and across different socioeconomic groups, posing a major barrier to inclusive e-Governance.*

Based on the above source, attempt the following five questions.

**281.** What is the primary distinction between e-Government and e-Governance as described in the passage?
(A) e-Government is about service delivery, while e-Governance is a broader concept about transforming the nature of governance itself.
(B) e-Government uses old technology, while e-Governance uses new technology.
(C) e-Government is for citizens, while e-Governance is for internal government operations.
(D) e-Government is a private sector initiative, while e-Governance is a public sector initiative.

**282.** The concept of 'Digital Divide' refers to the:
(A) Gap in understanding between politicians and IT experts.
(B) Gap in access to digital technology between different groups.
(C) Time lag between a policy decision and its digital implementation.
(D) Incompatibility between different government software systems.

**283.** According to the source, 'e-Readiness' is a measure of a country's:
(A) Total government budget allocated to ICT.
(B) Capacity to participate in the digital society and economy.
(C) Number of laws passed related to the internet.
(D) Historical success in technological innovation.

**284.** The passage suggests that a key goal of e-Governance, beyond e-Government, is to:
(A) Make governance more participatory and accountable.
(B) Reduce the number of public sector employees.
(C) Ensure all government services are profitable.
(D) Automate all political decision-making processes.

**285.** Which of the following would be an example of the 'Digital Divide' as explained in the text?
(A) A government department choosing one software vendor over another.
(B) A citizen preferring to pay a bill in person rather than online.
(C) A significant disparity in internet access between urban and rural areas of a country.
(D) A debate in parliament about the national cybersecurity policy.

**Direction :** Please read the following source carefully.

*The principles of accountability, openness, and transparency are cornerstones of modern good governance, serving as critical mechanisms to prevent the abuse of power and ensure public trust. Accountability refers to the obligation of public officials and institutions to answer for their decisions and actions to the public and the bodies that oversee them. Openness implies that the workings of government and the processes of decision-making should be visible and accessible to the general public, rather than conducted in secret. Transparency, a closely related concept, ensures that information about government actions is readily available and understandable. The synergy of these principles fosters an environment where corruption is difficult to hide and administrative performance can be effectively scrutinized. A crucial, yet often overlooked, dimension of this framework is Gender and Governance. Applying a gender lens to accountability and transparency reveals how governance structures and policies can*

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*have differential impacts on men and women. For instance, transparent budgeting processes can expose disparities in resource allocation for services crucial to women, such as healthcare and education. Promoting gender-sensitive governance means ensuring that accountability mechanisms are accessible to women and that policy-making is open to their participation, addressing their specific needs and empowering them as equal stakeholders in the governance process.*

Based on the above source, attempt the following five questions.

**286.** Which statement best defines 'accountability' as described in the passage?
(A) The ability of government to operate without external oversight.
(B) The process of keeping all government decisions secret.
(C) The freedom of officials to act according to personal discretion.
(D) The obligation of public officials to answer for their actions.

**287.** The source suggests that the primary function of openness and transparency is to:
(A) Increase the speed of all government decisions.
(B) Guarantee profitability in public sector undertakings.
(C) Allow for effective public scrutiny and help prevent corruption.
(D) Reduce the amount of information available to the public.

**288.** According to the passage, how are openness and transparency related?
(A) They are opposing principles in governance.
(B) They are closely related concepts that foster public scrutiny.
(C) Openness is about secrecy, while transparency is about accessibility.
(D) Transparency is a legal requirement, while openness is an informal suggestion.

**289.** The concept of 'Gender and Governance' in the context of the passage primarily involves:
(A) Ensuring that all public offices are held by women.
(B) Creating separate governance systems for men and women.
(C) Focusing governance exclusively on issues that affect women.
(D) Applying a gender lens to analyze the differential impacts of governance.

**290.** How can transparent budgeting, according to the source, contribute to gender-sensitive governance?
(A) By exposing disparities in resource allocation for services crucial to women.
(B) By ensuring budgets are kept confidential from the public.
(C) By allocating all public funds to women's programs.
(D) By simplifying the budget so that financial details are omitted.

**Direction :** Please read the following source carefully.

*The relationship between the citizen and governance is actively shaped by mechanisms that facilitate public engagement and oversight. Civil Society, encompassing a wide range of non-state, non-profit organizations, plays a pivotal role in this dynamic. It acts as an intermediary between the populace and the state, articulating citizen concerns, advocating for policy changes, and monitoring government performance. However, the role of civil society has limitations; it can be fragmented, lack internal democratic accountability, or become co-opted by vested interests. A more direct form of engagement is citizen participation, where individuals and groups are directly involved in public decision-making processes. A landmark instrument for empowering citizens and promoting transparency is the Right to Information (RTI) Act. This legislation establishes the citizen's legal right to access information held by public authorities, transforming the information paradigm from one of official secrecy to one of public disclosure. The RTI Act is considered a significant tool for administrative reforms, as it makes government functioning more transparent and officials more accountable. The Act's implementation is overseen by bodies like the National Information Commission. Complementing the RTI is the Citizen Charter, a document that outlines the commitment of a public service provider towards standards of service, information access, and grievance redressal. The concept of a Citizen*

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*Charter aims to make administration more citizen-centric, though its significance depends heavily on its actual implementation and enforcement.*

Based on the above source, attempt the following five questions.

**291.** According to the passage, what is the primary function of the Right to Information (RTI) Act?
(A) To limit the information available to the public for national security.
(B) To create a new government department for information management.
(C) To establish the citizen's legal right to access information held by public authorities.
(D) To privatize the dissemination of all government information.

**292.** Which of the following is mentioned as a potential limitation of Civil Society?
(A) Fragmentation and lack of internal accountability.
(B) An excess of government funding and control.
(C) Its inherent inability to influence policy.
(D) A refusal to engage with the state on any issue.

**293.** What is the stated purpose of a Citizen Charter as described in the source?
(A) To list the duties and tax obligations of every citizen.
(B) To serve as a legal contract between the citizen and the state.
(C) To function as a political manifesto for a ruling party.
(D) To outline a public provider's commitment to service standards and grievance redressal.

**294.** The passage identifies the National Information Commission as the body responsible for:
(A) Drafting all new administrative reforms.
(B) Overseeing the implementation of the RTI Act.
(C) Publishing all Citizen Charters.
(D) Regulating the activities of all civil society organizations.

**295.** The RTI Act is considered a tool for administrative reforms primarily because it:
(A) Increases the secrecy of government operations.
(B) Reduces the need for citizen participation in governance.
(C) Makes government functioning more transparent and officials more accountable.
(D) Replaces administrative law with a new legal framework.

**Direction :** Please read the following source carefully.

*The ethical integrity of governance rests on a dual foundation: a robust legal framework and a strong normative value system. The Rule of Law is a cornerstone principle, asserting that all individuals and institutions, including the state itself, are subject to and accountable under the law, which is fairly applied and enforced. It stands in direct opposition to arbitrary rule. Within this framework, Administrative Law provides the legal basis for regulating the activities of government agencies, defining their powers and ensuring they do not overstep their authority. Two key mechanisms within administrative law are Delegated Legislation and Administrative Adjudication. Delegated Legislation allows the executive branch to make detailed rules and regulations under the authority of a primary act of parliament, enabling flexibility and technical expertise in governance. Administrative Adjudication refers to the process by which administrative agencies resolve disputes, much like courts, through tribunals or other quasi-judicial bodies. Beyond these legal structures, the ethical foundations of governance are also shaped by deeply ingrained societal values. Constitutional Values, such as justice, liberty, equality, and fraternity, provide the overarching moral compass for the state. Furthermore, the values instilled by the Family, Society, and Education play a crucial role in shaping the ethical character of both citizens and public officials, fostering a culture of integrity that underpins the entire governance system.*

Based on the above source, attempt the following five questions.

**296.** What is the core principle of the 'Rule of Law' as described in the passage?
(A) The executive branch is above the law.
(B) The law can be applied arbitrarily by officials.

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(C) Only citizens, but not the state, are subject to the law.
(D) All individuals and institutions, including the state, are accountable under the law.

**297.** Delegated Legislation is defined as the power of the:
(A) Executive branch to make detailed rules under the authority of a primary law.
(B) Judiciary to create laws in place of the legislature.
(C) Legislature to delegate all its law-making powers to a foreign body.
(D) Public to propose and vote on legislation directly.

**298.** According to the passage, Administrative Adjudication is a process by which:
(A) The Supreme Court reviews all administrative decisions.
(B) Administrative agencies resolve disputes through quasi-judicial bodies.
(C) Parliament adjudicates disputes between government agencies.
(D) Citizens vote to resolve disagreements with the government.

**299.** The source identifies which of the following as a non-legal, normative source for the ethical foundations of governance?
(A) The decisions of Administrative Tribunals.
(B) Values instilled by Family, Society, and Education.
(C) The specific clauses of Administrative Law.
(D) The process of Delegated Legislation.

**300.** The function of Administrative Law, as explained in the text, is to:
(A) Provide the legal basis for regulating government agencies and their powers.
(B) Replace constitutional law as the supreme law.
(C) Regulate the activities of private corporations only.
(D) Abolish the need for administrative adjudication.

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# ANSWERS

1. (B) The welfare and prosperity of the state and its people (Yogakshema).
Kautilya's Arthashastra emphasizes the ruler's fundamental duty toward the subjects. The concept of Yogakshema represents the holistic welfare and security of the people, ensuring their prosperity and happiness. This principle suggests that the king's own happiness is found in the well-being of the subjects. Governance is viewed as a mechanism to protect and nourish the state, prioritizing the collective interest over the individual desires of the monarch in statecraft.

2. (A) Plato
Plato envisioned an ideal state governed by individuals possessing supreme wisdom and virtue. These leaders, known as philosopher kings, undergo rigorous education to understand the ultimate truth and justice. The core idea is that until power and wisdom coincide in the same person, the state cannot escape its troubles. Such rulers govern with the intent of achieving the common good rather than pursuing personal or political gain.

3. (A) Both Statement I and Statement II are true.
Aristotle prioritized the rule of law as the foundation of a stable and just society, arguing that laws are free from personal passion. He advocated for a polity, which is a constitutional government where power is shared. This form of governance balances the interests of different social classes, specifically the rich and the poor, ensuring long-term stability and preventing the extremes of tyranny or mob rule.

4. (A) P-4, Q-2, R-1, S-3
Diverse political and administrative theories offer various frameworks for governance. Kautilya introduced the concept of Yogakshema, focusing on public welfare. Plato championed the philosopher king to ensure virtuous rule based on wisdom. Aristotle emphasized the rule of law to maintain societal order and stability. Public choice theorists applied economic principles of rational self-interest to analyze the behavior of individuals within political and bureaucratic structures of the state.

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5. (C) Consensus-oriented decision-making is an essential component, ensuring that the interests of all stakeholders are considered.
Consensus-oriented decision-making is a fundamental pillar of good governance. It requires mediation of different interests in society to reach a broad agreement on what is in the best interest of the whole community. This process ensures that the perspectives and needs of all stakeholders, especially the marginalized, are heard and integrated into policy. It builds social cohesion and increases the legitimacy of governmental actions within a democratic framework.

6. (B) The exclusive reliance on market mechanisms for service delivery.
The World Bank identifies governance as the traditions and institutions by which authority is exercised. Core dimensions include the process of selecting and replacing governments, the capacity to implement sound policies, and respect for institutions. Relying exclusively on market mechanisms is not a defining characteristic. Instead, governance focuses on the quality of public management, accountability of the state, and the legal framework for development to ensure effectiveness.

7. (A) Both A and R are true and R is the correct explanation of A.
Public Choice Theory applies economic methodologies to political science and public administration. It assumes that individuals, including voters, politicians, and bureaucrats, are rational actors who aim to maximize their personal utility or self-interest. Therefore, political decisions and bureaucratic actions are often driven by personal gains rather than a selfless pursuit of the public good. This perspective provides a critical lens for understanding potential inefficiencies and failures within government institutions.

8. (A) New Public Management
New Public Management is a paradigm that seeks to improve public sector efficiency by adopting private sector practices. It emphasizes market-style competition, performance measurement, and the privatization of services to enhance quality and reduce costs. By shifting from traditional bureaucracy to a more managerial and entrepreneurial approach, it treats citizens as customers. Privatizing services like electricity reflects the belief that private firms are more efficient due to market forces.

9. (C) In modern governance, the State is the sole provider of all public services and goods.
Modern governance is characterized by the interaction between the state, market, and civil society. While the state provides a legal framework and the market fosters economic growth, the state is no longer the sole provider of all public services. Instead, a networked model has emerged where various actors collaborate in service delivery. Civil society groups serve as watchdogs, ensuring that both the state and the market remain accountable to public interests.

10. (B) 1, 2 and 3 only
The United Nations Development Programme defines governance as the exercise of economic, political, and administrative authority to manage a country's affairs. It is a neutral concept that encompasses the mechanisms through which citizens and groups articulate their interests. Crucially, it emphasizes sustainable human development as a primary goal. This approach includes state and non-state actors, recognizing that governance involves the complex relationships between the government, private sector, and civil society.

11. (D) The role of public managers in creating value that citizens appreciate.
Public Value Theory focuses on how public managers create outcomes that the public collectively values. Unlike models that treat citizens purely as customers, this theory emphasizes the role of public officials as stewards who seek to achieve the common good. It involves building legitimacy and support for initiatives while ensuring they are operationally feasible. The goal is to maximize the benefit to society by addressing collective needs and democratic aspirations.

12. (B) A shift from a hierarchical model to a more networked and collaborative model involving multiple actors.
The transition from government to governance represents a significant change in how societies are steered. While traditional government relies on hierarchical, top-down control by state institutions, governance involves a networked and collaborative approach. This model includes multiple actors, such as the private sector and civil society, working together to address complex problems. It emphasizes interdependence, negotiation, and shared responsibility rather than the exercise of absolute authority by a single centralized entity.

13. (C) Public Value Theory - The state as a creator of things valued by the public.
Public Value Theory posits that the state and public managers are responsible for creating things that are collectively valued by the citizenry. This perspective moves beyond viewing individuals merely as consumers of services. Instead, it focuses on the democratic role of public organizations in enhancing the quality of life and achieving social outcomes. It requires managers to engage with the public to understand their preferences and build trust in governmental institutions.

14. (D) A governance model involving joint problem-solving and service delivery by public agencies, private sector entities, and civil society.
Collaborative governance is a model where public agencies, the private sector, and civil society engage in collective decision-making. It is designed to solve problems that are too complex for any single organization to handle alone. By pooling resources, knowledge, and authority, these diverse actors work together to achieve common public goals. This approach replaces traditional hierarchical structures with networks based on partnership, mutual trust, and shared responsibility for service delivery.

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**15.** (A) To achieve dramatic improvements in performance by fundamentally redesigning workflows and processes.
Business Process Re-engineering is a management strategy that involves the radical redesign of workflows and organizational processes. The objective is to achieve dramatic improvements in performance metrics such as cost, quality, service, and speed. Rather than making small, incremental changes, this approach fundamentally rethinks how work is done. It often leverages information technology to simplify complex procedures, eliminate redundant steps, and create a more efficient, citizen-centric administrative structure within public organizations.

**16.** (A) Both Statement I and Statement II are true.
E-government focuses on the use of information and communication technologies to improve the efficiency and delivery of government services. In contrast, e-governance is a much broader concept that encompasses the transformation of the entire governing process. This includes enhancing citizen participation, increasing transparency, and strengthening accountability through digital tools. Both concepts are essential for modernizing administration and making the relationship between the state and its citizens more interactive, responsive, and effective.

**17.** (B) 1, 2 and 4 only
The digital divide refers to the unequal access to information and communication technologies among different groups. This gap often leads to the reinforcement of existing social and economic inequalities, as those without digital access are excluded from essential services and economic opportunities. Marginalized groups are particularly at risk of being left behind in the digital economy. Addressing this divide is critical for ensuring that e-governance initiatives reach and benefit all sections of society equally.

**18.** (A) The degree to which a country's population is prepared to participate and benefit from the digital economy and e-governance.
E-readiness measures the extent to which a society is prepared to utilize information and communication technologies for development. It evaluates various factors, including the quality of telecommunications infrastructure, the legal and regulatory framework, and the digital literacy of the population. A high level of e-readiness suggests that a country is well-positioned to benefit from the digital economy and implement effective e-governance. It is a multi-dimensional assessment of a nation's capacity to participate.

**19.** (C) e-Government
The use of mobile applications to provide direct services like market prices, weather forecasts, and subsidies to farmers is a clear example of e-government. These digital initiatives streamline administrative processes and make information more accessible to the public. By leveraging technology, the state can deliver services more efficiently and reduce the need for physical interactions. Such tools empower citizens by providing them with timely data and easier access to government support and resources.

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**20.** (A) Both A and R are true and R is the correct explanation of A.
Complex problems like climate change and public health crises are often described as wicked problems because they are interconnected and cross-sectoral. No single organization possesses the resources or authority to address them entirely. Consequently, collaborative governance has become vital, as it allows for the pooling of expertise and efforts across different sectors. This cooperative approach enhances the capacity of societies to manage multifaceted challenges that transcend traditional jurisdictional and organizational boundaries in modern governance.

**21.** (C) The obligation of public officials to answer for their decisions and actions.
Accountability is a central pillar of good governance, referring to the obligation of public officials to explain and justify their decisions. It ensures that those in power are held responsible for their actions and performance. This concept involves both answerability, where officials provide information, and enforcement, where consequences are applied for misconduct or poor performance. Effective accountability mechanisms build public trust and prevent the arbitrary use of power within various governmental and administrative institutions.

**22.** (B) It requires that all government information, including matters of national security, be made public without exception.
Transparency involves making information about government decisions and actions freely available and accessible to the public. While it is essential for curbing corruption and ensuring accountability, it is not absolute. Certain information, such as matters involving national security or individual privacy, can be legitimately restricted. However, the general principle remains that the functioning of public authorities should be open to scrutiny, allowing citizens to understand and participate in the governing process more effectively.

**23.** (D) To analyze how governance processes and institutions affect men and women differently.
Gender and governance focuses on analyzing the different impacts that institutions and policies have on men and women. It aims to identify and address gender biases within administrative processes to ensure equitable outcomes for all. This perspective emphasizes the importance of including diverse voices in decision-making and using tools like gender-responsive budgeting. The ultimate goal is to create governance structures that promote gender equality and respond effectively to the specific needs of different gender groups.

**24.** (B) P-3, Q-4, R-1, S-2
Good governance is defined by several core principles. Accountability requires officials to be answerable for their performance. Transparency ensures that information is accessible and freely available to citizens. The rule of law involves the fair enforcement of impartial legal frameworks. Equity and inclusiveness mean that all members of society, especially the marginalized, feel that their interests are considered. Together, these principles create a framework for a just, efficient, and responsive system of public administration.

**25.** (C) Openness and Transparency
Proactively publishing expenditure reports and meeting minutes online is a direct application of openness and transparency. These actions allow citizens to monitor how public funds are spent and how decisions are made. By making information readily available, the government reduces the opportunity for corruption and enhances its legitimacy. Transparency serves as a foundation for accountability, as it provides the necessary data for the public to evaluate the performance and integrity of public officials.

**26.** (A) Both Statement I and Statement II are true.
Openness and transparency are related but distinct concepts in governance. While transparency focuses on the availability of information, openness encompasses a broader culture of accessibility and proactive engagement with the public. An open government encourages dialogue and consultation, moving beyond merely providing data to actively involving citizens in the decision-making process. This culture of openness fosters a more democratic and responsive administration, where information sharing is part of a wider commitment to public participation.

**27.** (C) 1, 2 and 3 only
Gender and governance aims to ensure that public policies are fair and result in equitable outcomes for all genders. Key tools include gender-responsive budgeting, which analyzes how fiscal policies affect men and women differently. It recognizes that social and economic impacts of governance are not gender-neutral. While increasing representation is important, the focus is broader, encompassing the mainstreaming of gender perspectives across all governmental institutions and processes to address systemic inequalities and promote social justice.

**28.** (B) A public document that outlines the standards of service, information, and grievance redressal a citizen can expect from an organization.
A citizen charter is a public document that specifies the standards of service an organization commits to providing. It outlines the rights of users, the quality of services they can expect, and the procedures for addressing grievances. By making these commitments public, the charter promotes transparency and empowers citizens to hold service providers accountable. It is a tool for making administration more citizen-centric, ensuring that public services are delivered efficiently, fairly, and with a focus.

**29.** (C) 2005
The Right to Information Act was enacted in India in 2005, marking a significant milestone

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in the country's democratic governance. This legislation empowers citizens to request information from public authorities, making the government more transparent and accountable. It replaced the restrictive culture of secrecy with a regime of disclosure. By allowing individuals to access official records, the act serves as a powerful tool for fighting corruption and ensuring that the state remains answerable to the people.

**30.** (A) Both A and R are true and R is the correct explanation of A.
The Right to Information Act is fundamental for promoting transparency and accountability. It provides a legal framework for citizens to access information held by public authorities, thereby empowering them to question government decisions. This process ensures that officials act in the public interest and prevents the abuse of power. By facilitating greater openness, the act strengthens democracy and allows for informed public participation, as citizens can hold the government answerable for its various actions and policies.

**31.** (A) To increase the profitability of the public organization.
The primary objectives of a citizen charter include promoting transparency, setting high service standards, and establishing effective grievance redressal mechanisms. It aims to make public organizations more responsive to the needs of the citizens they serve. Increasing the profitability of a public organization is not a core objective of such a charter. Instead, the focus is on improving the quality and accessibility of services, ensuring that the administration operates in a fair, efficient, and citizen-oriented manner.

**32.** (B) To act as an intermediary between the citizen and the state, articulating public concerns and holding the government accountable.
Civil society plays a crucial role in governance by acting as an intermediary between the state and the citizens. It provides a platform for people to articulate their concerns, advocate for their rights, and hold the government accountable. Civil society organizations serve as watchdogs, monitoring public policies and exposing corruption or inefficiency. By promoting social inclusion and fostering public debate, they strengthen the democratic process and ensure that the needs of various communities are reflected.

**33.** (B) 2, 4, 1, 3
The evolution of governance concepts follows a historical trajectory. Kautilya's Arthashastra represents ancient thoughts on statecraft. In the late twentieth century, the World Bank popularized a modern definition of governance to improve aid effectiveness. This was followed by New Public Management, which introduced market-oriented reforms in the public sector. Finally, Public Value Theory emerged as a contemporary framework focusing on the creation of collective social outcomes that are valued by the citizens and the broader public.

**34.** (A) Both Statement I and Statement II are true.
The Central Information Commission serves as the final appellate authority under the Right to Information Act in India. Its role is to ensure that public authorities comply with the law and provide requested information. The decisions made by the commission are legally binding, making it a powerful institution for upholding transparency. By adjudicating disputes and penalizing non-compliance, the commission plays a vital part in protecting the citizen's right to know and fostering an accountable administrative culture.

**35.** (C) Ability to articulate the interests of marginalized communities.
Civil society organizations are valued for their ability to represent the interests of marginalized communities and advocate for social change. However, they also face limitations, such as potential co-option by the state or corporate interests and a lack of internal democratic accountability. Dependence on external funding can also influence their agendas. Despite these challenges, their capacity to articulate public concerns and provide a voice for those often ignored by formal political processes remains their most significant contribution.

**36.** (B) 1, 3 and 4 only
Effective citizen participation requires access to timely and relevant information, as well as formal channels for feedback and consultation. A responsive government that takes citizen input into account is also essential. Factors like public

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apathy, high costs, and complex procedures act as barriers to participation. When the state provides clear avenues for engagement and demonstrates that public voices can influence decisions, it enhances the legitimacy of governance and ensures that policies are more aligned with community needs.

**37.** (C) 30 days
Under the Right to Information Act of 2005, a Public Information Officer is generally required to provide the requested information within thirty days. This time limit is designed to ensure that citizens receive timely responses to their inquiries. In cases involving the life or liberty of a person, the response time is significantly reduced to forty-eight hours. Adhering to these deadlines is crucial for maintaining the effectiveness of the act and ensuring that the government remains transparent and accountable.

**38.** (B) Citizen participation
Organizing public meetings to discuss the annual budget and inviting suggestions from residents is a prime example of citizen participation. This practice involves individuals directly in the decision-making processes of their local government. By creating opportunities for dialogue and consultation, the municipal corporation ensures that its spending priorities reflect the actual needs and values of the community. Such engagement enhances the transparency of the budgeting process and strengthens the democratic link between the government and its citizens.

**39.** (B) P-2, Q-3, R-1, S-4
Citizen-centric governance involves several key tools and concepts. Civil society represents the third sector that complements the state and the market. The citizen charter is a document outlining service commitments to the public. The Right to Information Act provides a legislative tool for accessing official information. Citizen participation refers to the process of involving people in decision-making. Together, these elements work to create a more transparent, responsive, and accountable administrative system that prioritizes the needs of the public.

**40.** (A) That everyone, including the government, is subject to and accountable under the law.
The rule of law is a fundamental principle signifying that everyone, including the government and its officials, is subject to the law. It prevents the arbitrary exercise of power by ensuring that actions are governed by established legal frameworks rather than personal whims. This principle requires that laws are clear, publicized, and applied equally to all citizens. By providing a stable and predictable environment, the rule of law protects individual rights and forms the bedrock of democratic governance.

**41.** (C) It refers to the law-making power conferred by the legislature upon the executive branch to make detailed rules and regulations.
Delegated legislation occurs when the legislature confers the power to make detailed rules and regulations upon the executive branch. This is necessary in modern governance because the legislature often lacks the time and technical expertise to handle every specific detail of complex laws. While the legislature sets the broad policy framework, administrative agencies fill in the operational details. This process ensures that laws are practical and can be adapted to changing circumstances while remaining subject to legal controls.

**42.** (A) Both A and R are true and R is the correct explanation of A.
Administrative adjudication is the quasi-judicial function performed by executive agencies and specialized tribunals to resolve disputes. In modern states, the volume and complexity of administrative actions make it difficult for ordinary courts to handle all cases efficiently. Tribunals provide a faster, more expert-driven, and less formal mechanism for deciding matters such as tax disputes or service grievances. This system ensures that administrative decisions are subject to fair review while reducing the burden on the traditional judicial system.

**43.** (D) International Treaties
The ethical foundations of governance are primarily derived from constitutional values, family, society, and the education system. These sources shape the moral character and integrity of individuals who serve in public office. While international treaties influence legal frameworks

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and policy directions, they are not typically considered a primary source for the fundamental ethical values that guide the personal and professional conduct of public administrators. Instead, domestic cultural and legal values provide the primary moral compass for ethical governance.

**44.** (B) Administrative Adjudication
An Income Tax Appellate Tribunal resolving a dispute between a taxpayer and the government is a classic example of administrative adjudication. This quasi-judicial process allows specialized bodies to handle complex, technical cases that require specific expertise. By providing an alternative to the regular court system, such tribunals offer a more efficient and expert-driven way to settle administrative conflicts. This ensures that citizens have access to a fair and specialized review of decisions made by various government departments and agencies.

**45.** (C) 1, 2 and 3 only
Constitutional values such as justice, liberty, and equality form the ethical foundation of governance in India. These principles are enshrined in the Preamble and guide the state in ensuring social, economic, and political fairness. Liberty of thought and expression allows for a vibrant democracy, while equality of status and opportunity ensures that all citizens are treated with dignity. Monarchy, being a system of hereditary rule, is not a constitutional value in India's democratic and republican framework of governance.

**46.** (A) Both Statement I and Statement II are true.
Administrative law is a branch of public law that focuses on the powers, procedures, and duties of administrative authorities. Its primary objective is to ensure that the executive branch exercises its power fairly and within legal limits. By providing mechanisms for judicial review and establishing principles of natural justice, administrative law protects citizens against the abuse of discretionary power. It plays a crucial role in maintaining the rule of law and ensuring that the administration remains accountable to the public.

**47.** (A) By instilling values of integrity, empathy, and public service in individuals who later become public servants.
Family, society, and education are essential for instilling foundational values such as integrity, empathy, and a sense of duty in individuals. These values are carried into public life by those who become government officials and administrators. By shaping the moral framework of citizens, these institutions provide the ethical basis for a responsible and honest public service. Ethical governance depends on the personal character of individuals, which is largely formed through early socialization and formal learning processes.

**48.** (B) The processes and mechanisms by which public officials are held responsible for their actions.
Public accountability refers to the mechanisms and processes through which public officials are held responsible for their actions and performance. It ensures that those who exercise state power are answerable to the people and the law. This involves being transparent about decisions, achieving specified goals, and facing consequences for misconduct or failure. Accountability can be political, legal, or administrative, and it is a prerequisite for preventing corruption and ensuring that the government acts in the best interest of the citizens.

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**49.** (B) New Public Management - Focus on processes over results
New Public Management is a paradigm that emphasizes results, efficiency, and performance measurement rather than just following traditional bureaucratic processes. It treats citizens as customers and promotes competition and managerial autonomy. In contrast, concepts like Plato's philosopher king, Aristotle's rule of law, and Kautilya's mandala theory are correctly associated with their respective thinkers. The shift from focusing on rigid procedures to achieving measurable outcomes is a defining characteristic of the reforms introduced under the New Public Management framework.

**50.** (A) Autocratic governance
Good governance is associated with democratic, corporate, and participatory models that emphasize transparency, accountability, and the

**107.** (A) Both A and R are true and R is the correct explanation of A.
Family, society, and the education system are fundamental to nurturing the ethical foundations of governance. They serve as the primary institutions where individuals learn core values like integrity, honesty, and a sense of duty. These values form the moral character that individuals bring into their professional roles in public life. Ethical governance depends not just on laws but on the personal commitment of officials to the public good, a commitment that is largely shaped through early life socialization.

**108.** (A) The inability of government to achieve its stated policy objectives due to flaws in institutions, processes, or behavior.
Governance failure refers to the inability of a government to achieve its policy objectives due to flaws in institutional structures, administrative processes, or individual behavior. It can manifest as corruption, inefficiency, or a lack of responsiveness to public needs. This concept highlights that simply having a government is not enough for successful societal steering; the quality of governance matters. Understanding the causes of such failures is essential for designing reforms that can improve the effectiveness, transparency, and accountability of state institutions.

**109.** (B) By exposing inefficiencies and corruption, creating public pressure for systemic changes.
The Right to Information Act contributes to administrative reforms by exposing corruption and inefficiency within government agencies. By giving citizens the legal right to access official records, it creates public pressure for greater transparency and systemic improvements. When administrative processes are open to scrutiny, officials are more likely to act responsibly and follow established rules. This legislative tool shifts the administrative culture from secrecy to openness, making the government more accountable and providing information for public reform demands.

**110.** (D) 2, 3 and 4 only
Public governance is a specific concept that includes the state's interaction with the market and civil society. It is concerned with how a society is steered toward collective goals through the exercise of authority and the management of resources. While the general term governance can apply to any system of rule, public governance focuses on the public sphere and the pursuit of the common good. It is a broad and multi-actor process that goes beyond just formal institutions.

**111.** (C) Collaborative Governance - Involving multiple stakeholders in problem-solving.
Collaborative governance is a model that involves multiple stakeholders, including public agencies, the private sector, and civil society, working together to solve problems. This approach recognizes that complex modern challenges require pooled resources and shared authority. Other correctly matched pairs are often related to e-governance, like the digital divide referring to inequality in access. In contrast, Business Process Re-engineering is about radical redesign rather than incremental changes. Understanding these concepts is key to analyzing contemporary administrative strategies.

**112.** (A) Both Statement I and Statement II are true.
In 'The Republic', Plato proposed an ideal state with a hierarchical social structure to achieve justice. He argued that justice in the state mirrors justice in the individual soul. Just as reason should rule over spirit and appetite in a person, the wise guardians or philosopher kings should rule over the other classes in society. Both statements correctly reflect his philosophical view that a just and harmonious state is one where each part fulfills its natural role under wisdom.

**113.** (B) P-3, Q-4, R-2, S-1
Different institutions serve specific functions in governance. The Central Information Commission is the second appellate authority for the RTI Act. Administrative tribunals are responsible for adjudication, resolving disputes through a quasi-judicial process. A citizen charter sets service delivery standards to improve responsiveness. Civil society organizations play vital advocacy and watchdog roles, monitoring the state and articulating public interests. Together, these elements form a framework that aims to enhance transparency, accountability, and the overall quality of public administration and services.

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changes rather than small, incremental improvements. It centers on redesigning core processes rather than just modifying existing organizational structures. Information technology is strategically used to enable these new, more efficient workflows. By fundamentally rethinking how work is performed, organizations aim to significantly improve performance in areas such as cost and service quality. This approach is often applied to modernize and streamline complex administrative procedures.

**58.** (C) Statement I is true, but Statement II is false.
In his work 'The Republic', Plato described an ideal state governed by a class of guardians, including philosopher kings, who possess the wisdom and virtue necessary for just rule. He was highly critical of democracy, which he viewed as unstable and prone to being swayed by the irrational desires of the masses. Instead, he favored a hierarchical structure where each social class performed its specific function under the guidance of wise, philosophically-trained leaders to achieve a harmonious society.

**59.** (D) Widespread dissatisfaction with the perceived inefficiency and unresponsiveness of traditional government bureaucracy.
The New Public Management paradigm emerged largely due to widespread dissatisfaction with traditional government bureaucracies, which were seen as inefficient, rigid, and unresponsive. In the late twentieth century, there was a global move toward introducing market-based principles and private sector management techniques into the public sector. The goal was to improve performance, increase accountability for results, and make services more citizen-focused. This shift represented a major departure from the traditional model of administration based on strict hierarchy and rule-bound procedures.

**60.** (A) P-2, Q-3, R-1, S-4
Different governance models are characterized by their views of individuals and administrative focus. New Public Management treats citizens as customers and emphasizes competition. Public Value Theory views citizens as owners and focuses on creating collective value. Collaborative governance centers on networks and partnerships between diverse actors. Public Choice Theory assumes that individuals are rational utility-maximizers driven by self-interest. Understanding these distinctions is essential for analyzing the various theoretical frameworks that shape modern public administration and the delivery of essential services.

**61.** (B) A state governed by the rule of law and a strong middle class, avoiding the extremes of oligarchy and democracy.
Aristotle believed that good governance is best achieved through the rule of law rather than the rule of an individual. He advocated for a polity, which is a constitutional government that avoids the extremes of wealth and poverty. A strong middle class is essential for this form of government, as it provides stability and prevents the state from becoming an oligarchy or a mob-ruled democracy. His focus was on achieving a practical and stable system that promotes the common good.

**62.** (C) A combination of connectivity, legal framework, human capital, and e-governance policies.
E-readiness is a comprehensive index used to assess a country's capacity to participate in the digital economy. It evaluates several dimensions, including the availability and quality of telecommunications connectivity, the strength of the legal and regulatory framework, and the level of human capital and digital skills. Additionally, it considers the government's own policies and initiatives for implementing e-governance. This multi-faceted assessment helps identify the barriers and opportunities for a society to leverage technology for social and economic development.

**63.** (B) 1, 2 and 4 only
The modern governance process involves a variety of key actors who collaborate to steer society. The state remains a central figure, providing the legal and policy framework. The market contributes through economic activity and innovation. Civil society organizations act as advocates and watchdogs for public interests. International donors also play a significant role, particularly in developing countries, by providing funding and technical expertise. Together, these actors form the networks and partnerships that are essential for addressing complex and interconnected societal challenges.

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rule of law. These forms of governance involve multiple stakeholders and aim for the common good. Autocratic governance, characterized by the concentration of power in a single ruler or small group without public accountability, is the opposite of good governance. It lacks the essential elements of participation and openness that are necessary for an effective and just system of steering a modern society.

**51.** (A) 3, 2, 1
The chronological sequence of ancient thinkers begins with Plato, who lived in the fifth and fourth centuries BCE. He was followed by his student Aristotle, who lived in the fourth century BCE. Kautilya, the author of the Arthashastra, is generally associated with the fourth and third centuries BCE during the Mauryan period in India. Each of these thinkers made significant and lasting contributions to the early development of political philosophy and the principles of statecraft and governance in different cultural contexts.

**52.** (D) Economic aid was more effective in countries with better governance.
The World Bank's focus on governance indicators was driven by the realization that the effectiveness of economic aid depends on the quality of a country's institutions. Research showed that aid and structural adjustment programs were more successful in nations with better governance, characterized by the rule of law and low corruption. Consequently, the Bank began to emphasize institutional reform and good governance as essential conditions for achieving sustainable economic development and ensuring that financial assistance reaches its intended recipients.

**53.** (C) Public Value Theory
Public Value Theory emphasizes that public managers should aim to create outcomes that are collectively valued by the citizens. Conducting a survey to understand which services people prioritize and then reallocating the budget accordingly reflects this approach. It views the public as the ultimate arbiter of value and requires government officials to be responsive to the shared preferences of the community. This model promotes a democratic and citizen-centric way of managing public resources to achieve the greatest social benefit.

**54.** (A) Both A and R are true and R is the correct explanation of A.
The digital divide is a major challenge for e-governance because it creates a gap between those who can access digital services and those who cannot. If significant portions of the population lack the necessary infrastructure or skills, they are effectively excluded from the benefits of online government initiatives. This exclusion can worsen social and economic inequalities. Ensuring universal access and promoting digital literacy are therefore essential for the success and inclusivity of any modern e-governance strategy in a developing society.

**55.** (D) Governance can be studied as a distinct analytical framework for understanding how societies are steered.
Viewing governance as theory means studying it as a distinct analytical framework for understanding how societies are steered and managed. It involves examining the relationships between different actors and the processes through which collective decisions are made. This theoretical approach distinguishes governance from the traditional study of formal government structures. It provides a way to analyze complex, networked systems of rule that involve both state and non-state actors, offering insights into the changing nature of power and administration.

**56.** (A) Public Governance specifically focuses on the formal and informal institutions and processes of the state and its interaction with society.
Public governance is a specific concept that focuses on the formal and informal institutions and processes of the state and its interaction with society. While the general term governance can refer to any system of steering, public governance is centered on the exercise of authority for the public good. It examines how the state works with the market and civil society to achieve collective goals. This focus distinguishes it from private or corporate governance, which deals with different organizational structures.

**57.** (C) 1, 2 and 3 only
Business Process Re-engineering is characterized by its focus on achieving radical and fundamental

a digital one is an application of Business Process Re-engineering. This strategy involves the radical redesign of workflows to achieve significant improvements in performance, such as reducing waiting times and enhancing the citizen experience. By fundamentally rethinking how a task is performed and leveraging technology, organizations can become more efficient and responsive. This approach moves beyond minor adjustments to create fundamentally new and better service delivery.

**72.** (A) P-2, Q-4, R-1, S-3
Modern governance involves several interconnected concepts. E-government focuses on using technology for service delivery, while e-governance uses technology to transform the governing process itself. E-readiness assesses a society's preparedness to leverage these digital tools. The digital divide refers to the inequality in access to information and communication technologies. Together, these terms provide a framework for understanding how digital transformation affects the relationship between the state and its citizens and the overall quality and inclusivity of the administrative process.

**73.** (B) The quasi-judicial function of the executive branch in resolving disputes.
Administrative adjudication is the quasi-judicial function of the executive branch, where specialized bodies or officials resolve disputes. This process is used for cases that involve complex or technical administrative matters, such as tax assessments or environmental regulations. By providing an alternative to the ordinary courts, it offers a more efficient and expert-driven way to settle conflicts between citizens and the state. This function is essential for ensuring that administrative decisions are fair and subject to an appropriate level of specialized review.

**74.** (C) Market Principles
The ethical foundations of governance are derived from constitutional values, societal norms, and the education system. These sources provide the moral principles that guide public officials in their conduct. While market principles focus on efficiency and competition, they are not typically considered a primary source for the ethical values like integrity, justice, and selflessness that form the basis of responsible governance. Instead, the focus is on values that prioritize the public good and the fair treatment of all.

**75.** (B) 3, 1, 2
The chronological introduction of these initiatives in India begins with the concept of Public Interest Litigation gaining prominence in the 1980s. This was followed by the Citizen Charter initiative in the late 1990s, which aimed to make public services more responsive. Finally, the Right to Information Act was enacted in 2005, providing a powerful legal tool for transparency. Each of these developments represents a significant step toward making the Indian administrative system more accountable, transparent, and accessible to the public.

**76.** (D) Statement I is false, but Statement II is true.
While civil society organizations often act as watchdogs and may have an adversarial relationship with the state when challenging its actions, they also play a collaborative role. They often work with the government in service delivery, community development, and policy implementation. This partnership can enhance the reach and effectiveness of public programs, particularly at the grassroots level. Recognizing both the advocacy and the collaborative roles of civil society is essential for understanding its multifaceted contribution to modern governance and well-being.

**77.** (B) It links good governance directly to the goal of achieving sustainable human development.
The United Nations Development Programme views good governance as a vital means to achieve the goal of sustainable human development. This perspective links governance directly to poverty reduction, social inclusion, and environmental protection. It emphasizes that governance is not just about efficient administration but about creating an environment where all people can live with dignity and expand their capabilities. This approach involves multiple actors and focuses on making institutions more participatory, transparent, and accountable to the citizens they serve.

**78.** (A) 1, 2 and 3 only
Networking and collaborative governance offer several benefits, including the pooling of diverse knowledge and resources to tackle complex,

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cross-boundary problems. This approach can also increase the legitimacy and public support for decisions by involving various stakeholders in the process. While it may sometimes lead to slower decision-making or increased transaction costs due to the number of actors involved, its ability to address multifaceted challenges that a single organization cannot solve alone makes it a vital strategy for effective modern governance.

**79.** (D) All of the above
The digital divide is a multi-dimensional issue that can exist based on several factors. Geographic location can create a gap between urban areas with high connectivity and rural areas with limited access. Socio-economic status also plays a major role, as wealthier individuals can afford better technology. Additionally, education and literacy levels affect an individual's ability to effectively use digital tools. Addressing all these factors is crucial for ensuring that the benefits of e-governance and the digital economy are distributed equitably.

**80.** (C) A true but R is false.
The rule of law is a fundamental principle of good governance, ensuring that all government actions are bound by a legal framework and are not arbitrary. It requires that laws are clear, publicized, and applied equally to everyone, including those in power. While the principle is central to a just society, it does not allow for arbitrary action; in fact, its primary purpose is to prevent it. By establishing legal limits on authority, the rule of law protects individual rights and ensures accountability.

**81.** (C) Gender equity by ensuring that governance structures and policies are fair to all genders.
Gender and governance seeks to achieve gender equity by ensuring that governance structures and policies are fair to all genders. This involves analyzing how different policies affect men and women differently and addressing systemic biases. It goes beyond just political representation to include the mainstreaming of gender perspectives in all administrative and decision-making processes. The goal is to create a responsive and inclusive system that acknowledges and addresses the diverse needs and experiences of all citizens, thereby promoting social justice.

**82.** (C) Accountability and Transparency
Filing an application under the Right to Information Act to access a construction contract is a direct exercise of the right to promote accountability and transparency. By seeking this information, a citizen can verify how public funds are being used and ensure that government processes are being followed correctly. This transparency helps to prevent corruption and inefficiency. It also empowers individuals to hold public authorities answerable for their decisions, making it a key tool for strengthening democratic governance and improving administrative integrity.

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**83.** (B) 1, 2 and 4 only
Essential elements of good governance include participation, the rule of law, and accountability. Participation ensures that citizens are involved in decision-making, while the rule of law provides a fair and impartial legal framework. Accountability requires that public officials are answerable for their actions. Together with transparency and responsiveness, these elements create an effective and just administrative system. Secrecy, on the other hand, is the opposite of good governance, as it prevents the public scrutiny necessary for an accountable state.

**84.** (C) Delegated Legislation - Power of judiciary to make rules
Delegated legislation refers to the power of the executive branch, not the judiciary, to make detailed rules and regulations under the authority of the legislature. Other concepts are correctly matched: A.V. Dicey popularized the rule of law, administrative law deals with the powers and functions of administrative bodies, and public accountability involves the answerability of public officials. Understanding these distinctions is fundamental to the study of public law and the legal framework that governs the relationship between state and citizen.

**85.** (B) E-Government is the provision of services online, whereas e-Governance is the broader transformation of government processes and citizen relationships using ICT.
The fundamental difference between e-government and e-governance lies in their scope. E-government is primarily about the online provision of information and services to

the public. E-governance, however, is a much broader concept that involves using technology to transform the governing process itself. This includes improving citizen participation, enhancing transparency, and changing the relationships between the government, the private sector, and civil society. While e-government focuses on digital service delivery, e-governance aims for a deeper transformation of democratic processes.

**86.** (C) Statement I is true, but Statement II is false.
Both the World Bank and the UNDP have developed influential frameworks for understanding governance, but they do not offer identical indicators. The World Bank's approach is often more focused on economic development and institutional efficiency, using its Worldwide Governance Indicators to assess dimensions like the rule of law and control of corruption. The UNDP, meanwhile, emphasizes sustainable human development and includes aspects like participation and equity. While they share common themes, their specific focus and indicators reflect different mandates.

**87.** (B) P-2, Q-1, R-4, S-3
The ethical foundations of governance are shaped by several key sources. Constitutional values provide the overarching legal and moral framework, emphasizing justice and equality. The family is the primary institution for instilling foundational moral values like honesty and empathy. Society reinforces collective norms of integrity and social responsibility. Education contributes by shaping professional ethics and critical thinking skills necessary for public service. Together, these sources create the moral character and principles that guide public officials in their duty to serve.

**88.** (C) Kautilya's Arthashastra
Kautilya's Arthashastra is a comprehensive ancient Indian treatise on statecraft, economic policy, and military strategy. It provides detailed guidance on the duties of a ruler and the administration of a kingdom, with a strong focus on the welfare of the people, known as Yogakshema. The text covers a wide range of topics, including taxation, law, diplomacy, and internal security. It remains a foundational work for understanding the principles of governance and the practical aspects of managing a large kingdom.

**89.** (C) Personal contact numbers of all employees.
A citizen charter should ideally contain information like the organization's vision and mission, the details of the business it transacts, and the specific timeframes for service delivery. It is a document designed to improve transparency and accountability toward the public. Including the personal contact numbers of all employees is not a standard requirement and could raise privacy concerns. Instead, the charter focuses on providing clear channels for communication and grievance redressal to ensure that services are delivered efficiently.

**90.** (A) 1, 2, 3 and 4 only
Civil society organizations play a vital role in governance, but they also face potential limitations. These include problems with internal accountability, over-dependence on external funding, and the risk of being co-opted by the state. Additionally, they may lack a unified voice, as different groups often represent diverse and sometimes conflicting interests. While these challenges exist, they do not mean that civil society is unable to influence public policy. Instead, they highlight the importance of transparency within organization of the sector.

**91.** (C) Governance
The shift from viewing government as the sole actor to a multi-actor process involving the state, market, and civil society is the essence of the concept of governance. While government refers to formal institutions and the exercise of authority by the state, governance encompasses the wider processes of coordination and steering through networks and partnerships. This paradigm shift recognizes the interdependence of various actors in addressing complex societal problems and the importance of collaborative approaches to achieving common goals.

**92.** (A) Both A and R are true and R is the correct explanation of A.
Plato's concept of the philosopher king is considered anti-democratic because it proposes that the right to rule should be restricted to a select few who possess supreme wisdom and virtue. He argued that ruling is a skill that requires years

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**64.** (B) Political and bureaucratic actors, like economic actors, are driven by self-interest.
Public Choice Theory is based on the assumption that political and bureaucratic actors are driven by rational self-interest, much like actors in a private market. This means that voters, politicians, and public officials make decisions that maximize their own personal utility or benefits. This perspective challenges the idea that government officials always act purely for the public good. It highlights potential issues like rent-seeking and bureaucratic expansion, providing a critical framework for analyzing why government policies may fail to achieve outcomes.

**65.** (C) It allows citizens to seek information from private companies without any restriction.
The Right to Information Act in India applies to all public authorities, requiring them to appoint Public Information Officers to handle requests. It also mandates a forty-eight-hour response time for information concerning a person's life or liberty. However, the act does not allow citizens to seek information from private companies without any restriction; it primarily covers organizations that are owned, controlled, or substantially funded by the government. This focus ensures transparency in the use of public funds and state power.

**66.** (A) Both A and R are true and R is the correct explanation of A.
Delegated legislation is considered a necessary tool in modern governance because the legislature cannot handle the sheer volume and complexity of detailed rules required for administration. However, it is also called a 'necessary evil' because it can grant excessive power to the executive branch. This poses a risk of bypassing legislative scrutiny and undermining the separation of powers. To prevent abuse, various controls, such as judicial review and legislative oversight committees, are essential for ensuring that powers are exercised fairly.

**67.** (B) Creates a framework for improving service quality and making public bodies more accountable and citizen-focused.
A citizen charter is significant because it creates a framework for improving the quality of public services and making organizations more accountable. By publicly stating service standards and timeframes, it empowers citizens and shifts the focus of administration toward meeting user needs. While it is not always a legally binding contract in the strict sense, it represents a commitment to transparency and responsiveness. It serves as a tool for administrative reform, encouraging a more citizen-centric approach to public service delivery.

**68.** (A) Both Statement I and Statement II are true.
Openness is a fundamental principle of good governance that encourages a culture of accessibility and consultation between the state and its citizens. A government that practices openness is more likely to be transparent in its operations and accountable for its decisions. This culture of openness fosters public trust and allows for more informed citizen participation. By being receptive to feedback and sharing information proactively, an open administration can improve its performance and ensure that its policies are more aligned with the interest.

**69.** (B) 2 and 4 only
Ethics in governance is essential for building public trust and ensuring that state power is exercised responsibly. Constitutional values provide a moral compass for public administrators, guiding them toward justice and equality. The personal ethics of an official, shaped by family, society, and education, also play a significant role in their public conduct. While strong laws are important, ethical governance goes beyond mere compliance, requiring a commitment to integrity and the public good that is fostered through these various socialization processes.

**70.** (C) The happiness and welfare of his subjects.
In the Arthashastra, Kautilya emphasized that the true happiness of a king is found in the happiness and welfare of his subjects. This principle highlights the ruler's fundamental duty to ensure the prosperity and security of the people. Governance is not about the monarch's personal gain or the simple expansion of territory but about achieving the holistic well-being of the state. This subject-centric approach to statecraft forms the basis of his discourse on good governance and the concept of Yogakshema.

**71.** (A) Business Process Re-engineering
Redesigning the process for filing a First Information Report from a paper-based system to

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information. Its decisions are binding, making it the ultimate guardian.

**100.** (D) The "third sector" of society, comprising non-governmental and not-for-profit organizations.
In the context of governance, civil society refers to the "third sector" of society, which is distinct from both the formal government and the private business market. It comprises a wide range of non-governmental and not-for-profit organizations, including community groups, labor unions, and advocacy networks. Civil society provides a space for citizens to organize and participate in public life, articulating their interests and holding both state and market accountable. It plays an essential role in fostering a democratic society.

**101.** (A) P-2, Q-1, R-3
Aristotle classified governments based on who rules and whether they govern for the common good or their own interest. He identified monarchy, aristocracy, and polity as good forms. Their respective perverted forms are tyranny, where the monarch rules for themselves; oligarchy, where the wealthy few rule for their own gain; and democracy, which he viewed as mob rule by the poor. This classification highlights his belief that the quality of governance depends on commitment to the collective well-being.

**102.** (B) ICT and Collaborative Governance
Using predictive analytics and data sharing between multiple departments like police, social services, and education is an advanced example of using ICT to facilitate collaborative governance. This approach allows different sectors to work together more effectively to address complex problems, such as identifying and supporting at-risk youth. By integrating data and expertise across organizational boundaries, the state can provide more targeted and efficient interventions. It demonstrates how technology can enable a more networked and holistic approach to problem-solving.

**103.** (A) Both Statement I and Statement II are true.
New Public Management emphasizes a market-oriented approach, often treating citizens as 'customers' to improve service efficiency. Public Value Theory emerged as a critique of this model, arguing that the focus should be on what the public collectively values rather than just individual consumer satisfaction. It stresses the democratic responsibility of public managers to create social outcomes that benefit the whole community. Both statements correctly identify these two influential perspectives and their different views on the role of citizens and administration.

**104.** (A) 1, 2, 3, and 4 only
The United Nations Development Programme identifies several core characteristics of good governance, including participation, transparency, responsiveness, and equity and inclusiveness. These principles are intended to ensure that the administration is fair, effective, and accountable to all citizens. Centralization of all power is not a characteristic of good governance; in fact, it is often seen as a barrier to it. Instead, good governance promotes decentralized decision-making and the involvement of multiple stakeholders in the process to achieve sustainable human development.

**105.** (B) The adjudicators (members of tribunals) always possess the same legal training as judges.
Administrative adjudication allows for a speedier and more expert-driven resolution of disputes than ordinary courts. It is a common method for handling technical issues between citizens and the state. While it offers many advantages, it is incorrect to say that adjudicators in tribunals always have the same legal training as judges. Many members of administrative tribunals are experts in specific fields like finance or environment, providing specialized knowledge that is essential for making informed decisions on technical administrative matters.

**106.** (C) The Conference of Chief Ministers of various States and Union Territories
In India, the concept of a citizen's charter was first prominently articulated and promoted by the Conference of Chief Ministers of various States and Union Territories in 1997. This initiative was part of a broader effort to make the public administration more responsive and citizen-friendly. The conference recognized the need for government departments to clearly state their service standards and timeframes. This move marked a significant shift toward prioritizing the rights of citizens and improving transparency and accountability.

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of philosophical training and an understanding of the ultimate truth. This view excludes the common populace from the decision-making process, as it assumes they lack the necessary knowledge to govern. Consequently, it favors a hierarchical and elitist structure.

**93.** (A) New Public Management
Linking promotions and bonuses for bureaucrats to the achievement of specific, measurable targets through performance contracts is a classic example of New Public Management. This approach introduces private sector management techniques into the public sector to improve efficiency and results. It emphasizes outputs and outcomes rather than just following rigid administrative processes. By creating clear incentives for performance, this reform aims to make the bureaucracy more accountable and responsive. It reflects the shift toward a more managerial and results-oriented culture.

**94.** (B) Its main purpose is to control the unbridled discretionary powers of the administration.
Administrative law is a branch of public law that focuses on the powers and procedures of administrative authorities. Its primary purpose is to control the exercise of discretionary power by the administration to ensure it is not used arbitrarily. It provides legal mechanisms, such as judicial review, to ensure that administrative actions are lawful, fair, and reasonable. While it is subordinate to constitutional law, it plays a vital role in protecting citizen rights and maintaining the rule of law within state operations.

**95.** (A) 1, 3, 2, 4
The conceptual development of governance theories began with Public Choice Theory, which applied economic principles to political behavior in the mid-twentieth century. This was followed by the popularization of 'Good Governance' by the World Bank in the late 1980s as a condition for development aid. New Public Management then emerged, introducing market-oriented reforms. Finally, Public Value Theory was developed as a contemporary alternative focusing on the creation of collective social outcomes. Each theory represents a different phase in the evolution of modern thought.

**96.** (A) Both Statement I and Statement II are true.
Under India's Right to Information Act, a citizen can file a first appeal with a senior officer within the same public authority if they are dissatisfied with the response from the Public Information Officer. If the issue remains unresolved, a second appeal can be made to the Central or State Information Commission. These appellate levels provide a clear mechanism for redressal and ensure that the right to access information is protected. Both statements accurately describe the hierarchical process for challenging decisions.

**97.** (A) A close, mutually beneficial relationship between a bureaucratic agency, an interest group, and a legislative committee.
The 'iron triangle' refers to a mutually beneficial relationship between a bureaucratic agency, an interest group, and a legislative committee. This closed network can dominate policy-making in a specific area, often prioritizing their own interests over the broader public good. This dynamic is seen as a challenge to good governance because it can reduce transparency, limit competition for ideas, and lead to policies that benefit a narrow group. Breaking these triangles is often a goal of reforms aimed at accountability.

**98.** (B) 1, 2 and 4 only
The rule of law is a foundational principle of modern democratic constitutions, emphasizing the supremacy of law and the requirement for equality before it. It ensures that all citizens and the government are held accountable under the same legal framework. Crucially, it prevents arbitrary action by the state, as power must be exercised according to established and publicized rules. By providing a stable and fair environment, the rule of law protects individual liberties and forms the basis for governance.

**99.** (D) Central/State Information Commission
The Central or State Information Commission serves as the final appellate authority under the Right to Information Act in India. If a citizen is not satisfied with the decision of the first appellate authority within a public organization, they can take their case to the commission. The commission's role is to ensure the law is implemented correctly and to adjudicate disputes between citizens and the state regarding access to

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**114.** (C) It exacerbates existing inequalities by limiting opportunities for the unconnected.
A significant digital divide can exacerbate existing social and economic inequalities by limiting the opportunities available to those who lack access to information and communication technologies. As more government services and economic activities move online, those who are unconnected are increasingly excluded. This gap prevents equal participation in e-governance and can hinder overall social and economic development. Bridging this divide is essential for ensuring that technological progress is inclusive and that all citizens can benefit from digital advancements.

**115.** (B) Economy, Efficiency, and Effectiveness
The core principles of New Public Management are often summarized by the '3 Es': economy, efficiency, and effectiveness. Economy refers to minimizing the cost of resources. Efficiency involves maximizing the output from a given set of inputs. Effectiveness focuses on achieving the intended results or outcomes. These principles guide the adoption of private sector management techniques in the public sector to improve performance. The goal is to create a more results-oriented and managerial culture that delivers better value for public money.

**116.** (A) 1, 2, 3 and 4 only
Gender and governance is a multi-faceted concept that includes analyzing the gendered impact of public policies and promoting women's participation in decision-making roles. It also encompasses gender-responsive budgeting and ensuring that all citizens have equitable access to public services. These aspects work together to address systemic gender inequalities and ensure that governance is fair and inclusive. Focusing exclusively on the issues of one gender is not consistent with this broad perspective, which seeks to understand all.

**117.** (C) Delegated Legislation
Delegated legislation is the process by which the legislature grants rule-making power to administrative agencies. This is necessary because the legislature often lacks the time and specialized knowledge to draft the detailed regulations required for complex modern laws. Administrative bodies, possessing technical expertise, can create specific rules that are more practical and easier to update. This delegation allows for a more flexible and efficient administration, provided that there are sufficient legal and legislative controls to prevent abuse.

**118.** (A) It can enhance the legitimacy and quality of government decisions.
Citizen participation is a vital component of good governance as it can enhance the quality and legitimacy of government decisions. By involving the public in the policy process, the state can gain access to diverse perspectives and better understand community needs. This engagement helps ensure that policies are sustainable and have broad public support. While it requires time, effective participation moves beyond simple voting to include meaningful consultation and collaboration, making the administrative process more transparent, responsive, and accountable.

**119.** (A) Both A and R are true and R is the correct explanation of A.
Public Value Theory is a distinct alternative to New Public Management. While the latter often treats citizens as customers of services, Public Value Theory views them as citizens and collective owners of public institutions. Its primary focus is on creating outcomes that the public collectively values, rather than just individual satisfaction. This perspective emphasizes the democratic role of public managers in achieving social goals and building public trust. Both statements correctly describe this theory and its differentiation.

**120.** (D) The principle of official secrecy
Tools for ensuring public accountability include the Right to Information Act, social audits, and citizen charters. These mechanisms allow the public to monitor and evaluate the performance of government officials and departments. The principle of official secrecy, on the other hand, is a barrier to accountability as it restricts access to information and protects administrative actions from public scrutiny. Promoting transparency through various disclosure tools is essential for a healthy democracy, ensuring that the state remains answerable for its various actions.

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**149.** (A) Government to Citizen
In the context of e-governance, G2C stands for 'Government to Citizen'. This term refers to the digital interactions and transactions between the government and its citizens. Examples include providing online access to public information, allowing the electronic filing of taxes, and offering digital platforms for applying for government services and benefits. The goal of G2C initiatives is to make these interactions more efficient, transparent, and convenient for the public, thereby improving overall quality of service delivery and responsiveness.

**150.** (A) Objectivity
Objectivity is the ethical principle that public officials should make decisions based on evidence, merit, and established rules, without any bias, discrimination, or personal favoritism. This principle ensures that the administration acts fairly and impartially toward all citizens. It is a core value that prevents corruption and the arbitrary use of power. By being objective, officials maintain the integrity of the decision-making process and build public trust in the state's institutions, ensuring that public resources are used responsibly.

**151.** (B) The increasing complexity and technical nature of subject matters requiring regulation.
The growth of delegated legislation in modern states is primarily driven by the increasing complexity and technical nature of the subjects requiring regulation. As government activity expands into specialized areas like environmental protection or nuclear energy, the legislature often lacks the specific expertise and time to draft every detailed rule. Delegating rule-making power to administrative agencies allows for more practical and expert-driven regulations that can be updated easily. This process is essential for an efficient and technical administration.

**152.** (D) Statement I is false, but Statement II is true.
The digital divide is not just a gap between nations but also exists within single countries. It can manifest as differences in access to technology between urban and rural populations or between various socio-economic groups. This domestic divide prevents many citizens from benefiting from e-governance initiatives and economic opportunities. Both statements correctly identify the multi-dimensional nature of this gap. Addressing it requires comprehensive strategies that include building infrastructure, ensuring affordability, and promoting digital literacy among all social sections.

**153.** (A) 1, 2, 3 and 4 only
The ethical foundations of governance are derived from several key sources, including constitutional values, the family, society, and the education system. Constitutional values provide the overarching moral and legal framework. The family and society are the primary institutions for early socialization and the inculcation of moral values like honesty and empathy. The education system shapes professional ethics and critical thinking. Corporate profits, which are focused on financial gain, are not a source for these ethical foundational values.

**154.** (B) It applies economic principles of rational self-interest to explain political and bureaucratic behavior.
Public Choice Theory applies the economic principles of rational self-interest to explain the behavior of actors within the political and bureaucratic spheres. It assumes that individuals, including voters and public officials, make decisions that maximize their own utility. This perspective provides a critical lens for understanding why government actions may lead to inefficient or unintended outcomes, such as bureaucratic growth or policies that benefit narrow interest groups. It challenges the assumption that the state always acts purely in interest.

**155.** (B) Administrative Adjudication
An electricity regulatory commission holding a hearing to decide on a tariff hike is a clear example of administrative adjudication. This process involves a statutory body performing a quasi-judicial function to resolve a technical and complex dispute. By providing a forum for evidence and arguments from different parties, the commission ensures that the final decision is fair and balanced. This specialized mechanism is more efficient than ordinary courts for handling technical matters and plays a vital role in regulating essential services.

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Value Theory was developed by Mark Moore to emphasize the creation of social outcomes. Public Choice Theory, pioneered by Buchanan, applies economic logic to political behavior. Governance as 'steering' is a concept used by Jan Kooiman to describe contemporary networked rule. The World Bank is well-known for its development of Good Governance indicators to assess institutional quality. Understanding these associations is fundamental for studying various theoretical frameworks.

**129.** (C) It embodies the fundamental values and principles (like justice, liberty, equality) that must guide the actions of the state.
The Constitution provides the essential ethical foundation for governance by embodying fundamental values and principles like justice, liberty, and equality. These values serve as a moral compass for the state and its officials, guiding their actions and decisions toward the public good. Rather than being a mere technical manual of power, the Constitution sets the ethical standards that public authorities must uphold. It ensures that the exercise of state power is not only legal but also fair.

**130.** (B) A government department holding pre-legislative consultation meetings with stakeholders before drafting a new law.
Holding pre-legislative consultation meetings with stakeholders is an excellent example of openness in governance. This practice goes beyond just transparency by proactively engaging with the public and seeking their input before a new law is finalized. It fosters a culture of accessibility and dialogue, ensuring that various perspectives are considered in the decision-making process. Such openness improves the quality of legislation, increases its legitimacy, and demonstrates the government's commitment to inclusive and participatory governance procedures.

**131.** (D) 1, 2, 3, 4 and 5
Implementing a citizen charter faces several challenges, including a lack of public awareness, bureaucratic resistance to change, and inadequate staff training. Furthermore, if a charter is formulated without consulting citizens or is treated as a mere formality by the organization, its effectiveness will be significantly limited. Overcoming these hurdles requires a genuine commitment to administrative reform and a focus on making public services more transparent and accountable. All these factors together determine whether a charter becomes meaningful.

**132.** (C) Statement I is true, but Statement II is false.
Kautilya's Arthashastra is a comprehensive treatise on statecraft and administration, advocating for a strong and centralized monarchy to ensure the security and prosperity of the kingdom. It is a practical and secular text that focuses on the duties of the ruler, economic policy, and military strategy. While it recognizes moral duties, it is not primarily a spiritual text focused on individual salvation. Instead, its main objective is the worldly success and well-being of the subjects of the state.

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**133.** (B) Demographics and regions that have access to modern information and communications technology and those that don't.
The term digital divide refers to the gap between demographics and regions that have access to modern information and communication technologies and those that do not. This divide can occur based on factors such as geographic location, income, or education level. It is a major concern in modern governance because it can prevent certain groups from benefiting from e-governance initiatives and economic opportunities. Addressing this gap is essential for ensuring social inclusion and for equitable distribution.

**134.** (C) A collective of citizens with shared interests and values.
In Public Value Theory, the 'public' is viewed as a collective of citizens with shared interests and values rather than just individual consumers. This perspective emphasizes that public managers are responsible for creating social outcomes that are collectively desired by the community. It focuses on the democratic role of the state in achieving the common good and building public trust. This collective view requires managers to engage with various groups to understand preferences and build legitimacy.

can only be ensured through elections. While elections provide political accountability, other mechanisms such as legal review through courts and administrative oversight within the hierarchy are also essential. Together, these forms of accountability ensure responsible exercise of power.

**178.** (B) They are the primary socializing agents that shape the moral character and values of individuals who form the government.
Family, society, and education are the primary socializing agents that shape the moral character and ethical framework of individuals. These institutions instill foundational values like integrity, honesty, and compassion, which are later brought into public life by government officials and administrators. Ethical governance depends on the personal commitment of these individuals to the public good, a commitment that is largely formed through early life experiences and formal learning. These sources provide the moral compass for public servants.

**179.** (A) Both Statement I and Statement II are true.
Public Choice Theory suggests that government failure can occur when self-interested politicians and bureaucrats pursue policies that serve their own personal or political interests rather than the public good. This perspective applies economic reasoning to political behavior, assuming that actors aim to maximize their own utility. Both statements correctly describe this theoretical framework, which challenges the idea that state interventions are always altruistic. Understanding these failures is essential for designing administrative reforms that can improve institutional integrity.

**180.** (B) Empowering citizens and shifting the paradigm from one of government secrecy to one of public transparency.
The enactment of the Right to Information Act in many countries has empowered citizens and shifted the administrative paradigm from one of government secrecy to one of public transparency. By providing a legal right to access official records, the act allows the public to monitor government actions and hold officials answerable. This transparency helps to reduce corruption and improve the overall integrity of governance. Instead of making administration slower, it fosters a more responsible and open administrative culture.

**181.** (C) Control of Corruption
The World Bank's Worldwide Governance Indicators assess several dimensions of governance, including the control of corruption. This indicator measures the extent to which public power is exercised for private gain and the strength of the institutions that prevent it. Other dimensions measured include the rule of law, government effectiveness, and voice and accountability. These indicators help the Bank and other organizations evaluate the quality of a country's institutions and their impact on development and state operation effectiveness.

**182.** (B) The government's willingness to be consultative, receptive to new ideas, and frank about its operations.
In governance, openness refers to the government's willingness to be consultative, receptive to new ideas, and frank about its operations. This culture of accessibility encourages dialogue between the state and its citizens, allowing for more informed public participation. Openness goes beyond just making information available; it involves an active commitment to transparency and engagement. By being open to feedback and sharing its decision-making processes, an administration can build public trust and ensure policies are responsive.

**183.** (D) Gender and Governance principles
Requiring gender-based analysis for all new proposed legislation is a practical step toward implementing gender and governance principles. This practice aims to understand the differential impacts that policies may have on men and women, ensuring that outcomes are fair and equitable. By identifying potential gender biases early in the legislative process, the government can design interventions that promote equality and address specific needs. This proactive approach is essential for creating inclusive governance structures and for achieving social justice.

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**142.** (C) Monitoring government actions to ensure they are in the public interest and exposing misconduct.
The role of civil society as a watchdog involves monitoring government decisions and actions to ensure they are in the public interest. This includes exposing corruption, misconduct, or inefficiency within public authorities. By acting as an independent observer, civil society organizations provide an essential check on the exercise of state power. This watchdog function increases the transparency of governance and ensures that officials remain accountable to the citizens. It is a vital component of a healthy democracy.

**143.** (A) 1, 2, 3 and 4 only
Effective citizen participation can lead to several positive outcomes, including increased public trust in government and the creation of more responsive and sustainable policies. It also empowers marginalized communities by giving them a voice in the decision-making process and enhances the overall accountability of public officials. While involving more actors might make the process more complex, it does not halt decision-making. Instead, it ensures that the choices made are more legitimate and reflect the diverse needs of the community.

**144.** (B) To act as the highest appellate body for the RTI Act and ensure its implementation.
The Central Information Commission in India acts as the highest appellate body for the Right to Information Act. Its primary purpose is to ensure the law is correctly implemented and to protect the citizen's right to access information from public authorities. The commission adjudicates disputes when information is denied and has the power to penalize officials for non-compliance. By providing an independent and quasi-judicial mechanism for review, it plays a vital role in fostering transparency across administration.

**145.** (B) Business Process Re-engineering
Creating cross-functional teams to handle a case from start to finish instead of using separate, sequential departments is a practical application of Business Process Re-engineering. This strategy involves fundamentally rethinking and redesigning workflows to improve efficiency and service quality. By breaking down traditional organizational silos and focusing on the overall outcome for the citizen, the organization can achieve dramatic improvements in its performance. This approach is a key tool for modernizing administration and making public services more integrated.

**146.** (A) Both Statement I and Statement II are true.
The concept of the citizen charter originated in the United Kingdom in the early 1990s as part of the 'Citizen's Charter' initiative. Its primary goal was to make public services more responsive, transparent, and citizen-friendly by clearly stating the standards and quality of service that people could expect. This move aimed to empower users of public services and introduce a more service-oriented culture within the government. Both statements correctly identify the origin and fundamental objectives.

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**147.** (D) Absolute unaccountability (discretion without review)
Accountability in governance takes several forms, including political accountability through elections, legal accountability through the court system, and administrative accountability within the organizational hierarchy. Each mechanism ensures that public officials are answerable for their actions and performance. Absolute unaccountability, where power is exercised without any form of review or oversight, is the opposite of good governance. It leads to the arbitrary use of authority and a lack of transparency, undermining the foundational democratic principle of responsibility.

**148.** (C) 'Government' implies a single actor (the state), while 'governance' implies multiple actors and networks.
The distinction between government and governance lies in the range of actors and the methods of steering society. Government refers to the formal institutions of the state and its traditional exercise of authority through hierarchical, top-down structures. Governance, however, is a much broader concept that involves multiple actors, including the private sector and civil society, working together through networks and partnerships. It recognizes the interdependence of different sectors in addressing complex social problems, reflecting a shift toward multi-actor collaboration.

process transparent, citizens can ensure that their rights are protected and that the government is operating fairly. This process is essential for holding the state answerable to the public, as it provides information necessary to challenge any misconduct.

**164.** (B) Administrative Law is a primary mechanism for upholding the Rule of Law in relation to the executive branch.
Administrative law and the rule of law are deeply interconnected. Administrative law serves as a primary mechanism for upholding the rule of law in relation to the executive branch. It provides the legal principles and procedures that ensure administrative authorities act within their legal powers and follow fair processes. By allowing for judicial review of administrative decisions, it prevents the arbitrary exercise of authority and protects individual rights. This relationship is fundamental to maintaining a just legal system.

**165.** (B) Can lead to the executive branch usurping the law-making function of the legislature, undermining the separation of powers.
The primary argument against unlimited delegated legislation is that it can lead to the executive branch usurping the law-making function of the legislature. This undermines the fundamental democratic principle of the separation of powers. While delegating rule-making is necessary for handling the complexity of modern administration, it poses a risk of granting excessive and unchecked authority to officials. To prevent this, various controls, such as legislative oversight and judicial review, are essential to ensure that delegated powers are exercised fairly.

**166.** (D) Statement I is false, but Statement II is true.
In Kautilya's Arthashastra, the term 'Yogakshema' refers to the welfare, well-being, and prosperity of the subjects of the state. This concept emphasizes the ruler's primary duty to ensure the security and holistic development of the people. It is not about the king's spiritual state but about the practical and worldly success of the kingdom and its population. This principle forms the core of his discourse on good governance, suggesting that prosperity is linked to subject happiness.

**167.** (B) Disaggregation of public sector units
A key element of New Public Management is the disaggregation of public sector units into smaller, more manageable agencies. This move aims to improve efficiency by creating more autonomous organizations that can focus on specific tasks and outcomes. It often involves separating policy-making from service delivery. This approach contrasts with the traditional model of large, centralized, and hierarchical bureaucracies. By promoting managerial autonomy and performance measurement, New Public Management seeks to introduce a more results-oriented and entrepreneurial culture.

**168.** (B) e-Readiness
E-readiness refers to the capacity and willingness of a community to utilize information and communication technologies for its overall development. It is a multi-dimensional assessment that considers factors like infrastructure quality, the legal environment, and the digital literacy of the population. A high level of e-readiness indicates that a society is well-prepared to benefit from the digital economy and implement effective e-governance. It is a crucial measure for identifying the strengths and weaknesses of a nation's digital landscape.

**169.** (A) Inefficient government processes - Business Process Re-engineering
Business Process Re-engineering is a governance solution aimed at addressing inefficient administrative processes through radical redesign. It fundamentally rethinks workflows to achieve dramatic improvements in speed, quality, and cost. Other options describe problematic situations incorrectly: delegated legislation is not primarily a tool for transparency, and traditional hierarchical management is often unsuitable for complex, cross-sectoral issues. Understanding the correct application of these various strategies is essential for implementing effective reforms that can modernize public administration and enhance responsiveness.

**170.** (B) Provide speedy and expert-driven resolution of specific types of administrative disputes.
Establishing administrative tribunals is intended to provide a speedy and expert-driven resolution for specific types of administrative disputes. These specialized bodies can handle complex and

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**156.** (C) Aristotle
Aristotle proposed the concept of 'polity' as the most practicable form of government. He described it as a constitutional government that is a mix of oligarchy and democracy, aiming for stability by balancing the interests of the wealthy and the poor. A strong and stable middle class is key to this system, as it prevents the state from falling into the extremes of mob rule or elite domination. His focus was on creating a practical system for the good.

**157.** (C) Transparency
Making information available in a timely, culturally, and linguistically accessible manner is a key aspect of transparency. This principle ensures that the public can easily understand and use official information to monitor government actions and participate in the policy process. Transparency goes beyond just releasing data; it requires that information is relevant and provided in a way that those who need it can access and act upon it. This openness is essential for building public trust and accountability.

**158.** (B) Transparency and reduce corruption in public purchasing.
E-procurement systems aim to enhance transparency and reduce corruption by moving the process of inviting and submitting tenders online. These digital platforms create a clear, automated trail of transactions, making it harder for officials to engage in favoritism or bribery. By opening the bidding process to a wider range of suppliers and making the outcomes public, the government can achieve better value for money. This initiative is a key part of using technology to improve the integrity of purchasing.

**159.** (D) Statement I is false, but Statement II is true.
Gender and governance is not just about women's issues; it is an analytical perspective that examines how power relations between genders affect and are affected by governance institutions and policies. It analyzes how different administrative processes and social impacts may be biased or inequitable. Both statements correctly identify this broad perspective. The goal is to move toward gender equity by ensuring that the voices and needs of all genders are reflected in decision-making and all policy outcomes.

**160.** (A) It is a legally enforceable document, and citizens can sue the government for non-compliance.
A citizen charter is a public commitment to service standards designed to improve transparency and accountability. While it is a powerful tool for making organizations more citizen-centric and specifying grievance redressal mechanisms, it is not usually a legally enforceable document in the strict sense. Citizens cannot generally sue the government solely for non-compliance with the charter. Instead, it serves as a set of administrative guidelines and a framework for internal reform, encouraging a more responsive and service-oriented culture.

**161.** (B) Mark H. Moore
Mark H. Moore is a key theorist of public value, particularly through his influential work on 'creating public value'. He argued that public managers have a responsibility to achieve outcomes that are collectively valued by the citizenry, much like private managers create value for shareholders. This perspective offers a distinct alternative to both the traditional bureaucratic model and the market-oriented New Public Management. It emphasizes the importance of building legitimacy and operational capacity while focusing on outcomes.

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**162.** (B) Collaborative governance
Collaborative governance is best described as a network of autonomous or semi-autonomous actors working together to achieve a common public purpose. This model involves public agencies, private sector entities, and civil society organizations engaging in collective decision-making and problem-solving. It recognizes that many modern societal challenges are too complex to be addressed by any single organization. By pooling resources, knowledge, and authority through these partnerships, diverse actors can deliver services and implement policies more effectively, moving beyond traditional hierarchy.

**163.** (B) Administrative Accountability
Invoking the Right to Information Act to demand reasons for a passport denial is an attempt to enforce administrative accountability. It requires public officials to justify their decisions based on established rules and facts, preventing arbitrary or unfair actions. By making the administrative

**135.** (D) For effective governance, these three sectors must operate in complete isolation from one another.
The relationship between the state, market, and civil society is based on interdependence and partnership rather than isolation. Effective governance requires these three sectors to interact and work together to solve complex problems. The state provides the legal framework, the market drives economic activity, and civil society acts as an advocate and watchdog for public interests. This constructive interaction is essential for achieving sustainable development and for ensuring that the needs and rights of citizens are addressed.

**136.** (B) Delegated Legislation
Empowering a government ministry to frame specific rules under a broad act of parliament is a clear instance of delegated legislation. This process is necessary because the legislature cannot anticipate every technical detail required for implementing complex laws, such as environmental standards. By conferring this rule-making power upon the executive, the system becomes more flexible and expert-driven. However, this power must be exercised within the limits set by the parent act and is subject to legal controls.

**137.** (B) 1, 2 and 4 only
New Public Management is characterized by the introduction of market mechanisms and competition into the public sector. It emphasizes achieving specific outputs and outcomes rather than just following rigid administrative processes. Another key theme is providing managerial autonomy combined with performance measurement to improve efficiency. While it changes the role of the bureaucracy to be more results-oriented, it does not necessarily advocate for its politicization. Instead, it aims to transform the culture into one that is more managerial.

**138.** (B) To ensure administrative actions are legal, fair, and reasonable.
The most fundamental purpose of administrative law is to ensure that administrative actions are legal, fair, and reasonable. It provides a legal framework for the exercise of authority by government agencies and officials. By establishing principles like natural justice and allowing for judicial review, it protects citizens against the arbitrary use of discretionary power. It does not aim to replace the court system but to maintain the rule of law and ensure that the administration remains accountable.

**139.** (D) Statement I is false, but Statement II is true.
Accountability and transparency are deeply interconnected principles of good governance. Transparency involves making information about government decisions and actions accessible to the public. This openness is a necessary condition for accountability, as it provides the data and visibility required to hold officials answerable for their performance. Without transparency, it is impossible for the public to effectively monitor administrative behavior or evaluate whether decisions were made fairly and legally. Together, these concepts form the bedrock of public administration.

**140.** (B) P-2, Q-1, R-4, S-3
Different governance theories view individuals in various roles. Traditional public administration often treats them as subjects or clients of the state. New Public Management views them as customers of public services, emphasizing individual satisfaction. Public Value Theory considers them as citizens and collective owners of public institutions. Collaborative governance views them as co-producers and partners in solving social problems. Understanding these different perspectives is essential for analyzing how various administrative models shape the relationship with the people.

**141.** (B) World Bank
The World Bank defines governance as the traditions and institutions by which authority in a country is exercised. This definition focuses on the processes through which governments are selected, the capacity of the state to manage resources and implement sound policies, and the respect of citizens and the state for the institutions that govern their interactions. This institutional focus reflects the Bank's interest in how the quality of governance affects economic development and the effectiveness of international aid programs.

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technical matters more efficiently than ordinary courts, as their members often possess specific expertise in relevant fields. This system reduces the burden on the traditional judiciary while ensuring that citizens have access to a fair and specialized review of administrative actions. It is a key mechanism for maintaining accountability within state operations.

**171.** (C) Arbitrariness
Good governance is characterized by principles such as responsiveness, being consensus-oriented, and effectiveness and efficiency. These attributes ensure that the administration is accountable to the public and acts in the common interest. Arbitrariness, which refers to making decisions based on personal whims rather than established rules or evidence, is the opposite of good governance. It leads to the unfair use of power and a lack of transparency, undermining the foundational legal and democratic principles necessary for societal stability.

**172.** (B) Lack of their own internal accountability and representativeness.
A significant limitation of civil society organizations can be their own internal lack of accountability and representativeness. Some groups may be driven by narrow agendas or be answerable only to their external funding sources rather than the communities they claim to represent. This can undermine their legitimacy as independent voices for the public interest. While civil society plays a vital role in monitoring the state and advocating for change, ensuring transparency and democratic processes within these organizations is essential.

**173.** (C) Statement I is true, but Statement II is false.
The market contributes to governance by providing economic efficiency and innovation, which are essential for overall societal development. However, it is incorrect to say that the state plays no role in regulating the market. In a modern governance framework, the state's role is to create a legal and policy environment that ensures fair competition, protects consumers, and addresses market failures. Both statements together reflect the interdependent relationship where the market drives activity while the state provides the framework.

**174.** (A) e-Government aimed at enhancing citizen convenience and accessibility.
Launching a single-window portal that integrates multiple services is a practical example of using e-government to enhance citizen convenience and accessibility. This digital initiative simplifies administrative processes by providing a centralized platform for various governmental tasks, such as applying for certificates or paying taxes. By leveraging technology, the state can deliver services more efficiently and reduce the burden on citizens. This approach reflects the goal of making administration more responsive and integrated, improving public service delivery through ICT.

**175.** (A) The Preamble
The values of justice, liberty, equality, and fraternity are enshrined in the Preamble of the Indian Constitution. These principles form the ethical foundation of governance in India, guiding the state toward achieving a just and democratic society. Justice includes social, economic, and political dimensions. Liberty protects individual freedoms, while equality ensures that all citizens are treated with dignity and have fair opportunities. Fraternity promotes national unity. Together, these values provide the moral and legal compass for all actions.

**176.** (B) The concept of the modern 'governance' paradigm
The modern governance paradigm emphasizes that the role of the state is not to do everything itself (rowing) but to set direction and facilitate collaboration (steering). This shift recognizes that complex societal problems require the involvement of multiple actors, including the private sector and civil society. Instead of traditional top-down control, the state works through networks and partnerships to achieve public goals. This model focuses on coordination, negotiation, and building the capacity of various stakeholders for collective benefit.

**177.** (C) It can only be ensured through elections.
Accountability is a cornerstone of democratic governance, requiring that public officials are answerable for their actions. Transparency is a vital prerequisite for this process, as it provides the necessary information for public scrutiny. However, it is incorrect to say that accountability

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**121.** (A) The belief that in a democracy, the people are sovereign and the government is accountable to them.
The most significant value underpinning the Right to Information Act is the democratic belief that the people are sovereign and the government is accountable to them. This principle requires that the state's operations be transparent so that citizens can make informed judgments and hold officials answerable. The act shifts the ownership of information from the state to the public, recognizing it as an essential resource. By facilitating access to records, the act empowers citizens to challenge corruption and improve governance.

**122.** (A) 2, 3, 4, 1
The theoretical prominence of governance has evolved over time. Early concepts focused on statecraft, as seen in the works of Kautilya and Aristotle. This was followed by the traditional model of public administration based on formal bureaucracy. In the late twentieth century, New Public Management introduced market-oriented reforms. Most recently, governance as networked steering has emerged, emphasizing collaboration between multiple actors. This historical sequence reflects the changing nature of the state and the shift toward more complex ways.

**123.** (C) Networking and Collaborative Governance
A city-wide recycling program involving a local government, a private company, and an NGO is a classic example of networking and collaborative governance. This model brings together diverse actors from the public, private, and non-profit sectors to solve a problem that no single entity can handle alone. By pooling their resources, expertise, and authority, they can deliver a service more effectively and sustainably. This cooperative approach replaces traditional hierarchical control with a network based on partnership.

**124.** (A) Both Statement I and Statement II are true.
In a modern governance framework, the market and the state have complementary roles. The market contributes by efficiently producing goods and services and fostering economic innovation. The state's role is to provide a conducive legal and policy framework that ensures fair competition and protects public interests. Both statements correctly reflect this interdependent relationship. While the market drives economic activity, the state's regulatory and legal functions are essential for the market to operate effectively and for society goals.

**125.** (C) 1, 2 and 3 only
Aristotle's political philosophy emphasized the rule of law over the rule of any individual, viewing it as the most stable and just foundation for a state. He identified 'polity' as the best practical form of government and believed that a large middle class was key to maintaining societal balance and preventing extremes like oligarchy. He did not advocate for a communistic system of common property, a concept that was instead associated with Plato's vision for the ruling class guardians.

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**126.** (B) Governance for Sustainable Human Development
The United Nations Development Programme's influential 1997 policy paper was titled 'Governance for Sustainable Human Development'. This document was significant because it formally linked the concept of good governance to the end goals of poverty reduction, social inclusion, and environmental protection. It emphasized that governance involves not just the state, but also the private sector and civil society. This approach helped shift the international focus toward making institutions more participatory, transparent, and accountable to better serve all people.

**127.** (B) Business Process Re-engineering (BPR)
Business Process Re-engineering is the radical rethinking and redesign of organizational processes to achieve dramatic improvements in performance measures like cost, quality, and speed. Unlike incremental changes, this strategy fundamentally re-evaluates how tasks are performed to eliminate inefficiencies. In the public sector, it is often used to modernize workflows and make administration more citizen-centric. By leveraging technology and focusing on core outcomes rather than traditional structures, organizations can become significantly more responsive and efficient in their service delivery.

**128.** (B) P-3, Q-1, R-4, S-2
Key governance theories and concepts are associated with specific proponents. Public

**184.** (C) Public managers have a responsibility to actively create outcomes that citizens value, rather than just passively administering rules.
A key principle of Public Value Theory is that public managers have a responsibility to actively create outcomes that citizens collectively value. This perspective encourages officials to go beyond just passively administering rules to become stewards of the public interest. It involves understanding the shared preferences of the community and building the necessary legitimacy and operational capacity to achieve significant social goals. The focus is on the democratic role of public organizations in enhancing well-being and collective benefits.

**185.** (C) To provide a platform for political campaigning.
The objectives of a citizen charter include ensuring transparency and accountability, improving service delivery standards, and providing a mechanism for grievance redressal. It aims to make public organizations more responsive and citizen-centric. Providing a platform for political campaigning is not an objective of such a charter. Instead, it is an administrative tool designed to clearly state the rights of users and the quality of services they can expect, thereby empowering citizens and promoting service delivery integrity.

**186.** (D) Statement I is false, but Statement II is true.
Aristotle was critical of Plato's ideal of a 'philosopher king', fearing that absolute power in the hands of one person, however wise, could lead to tyranny. Instead, he favored the rule of law as supreme, believing it to be a more stable and just foundation for a state. Both statements correctly reflect their different views: while Plato emphasized the rule of wisdom in an individual, Aristotle championed a constitutional system where impartial laws govern the rulers and ruled.

**187.** (B) It leads to more informed, legitimate, and sustainable decisions that reflect public needs and values.
From a governance perspective, the rationale for citizen participation is that it leads to more informed, legitimate, and sustainable decisions. By involving the public, the state can access a wider range of perspectives and better understand the needs of various communities. This engagement ensures that policies reflect public values and are more likely to be accepted and successfully implemented. Rather than making the government redundant, effective participation strengthens the democratic link between state and citizen.

**188.** (B) The Second Administrative Reforms Commission (ARC)
The practice of government agencies publishing citizen charters was a key recommendation of the Second Administrative Reforms Commission in India. This commission emphasized the importance of making the administration more citizen-centric, transparent, and accountable. By adopting charters, government departments commit to specific service standards and provide a framework for grievance redressal. This initiative is a major part of the broader efforts to reform the Indian public service and ensure that rights of citizens are prioritized.

**189.** (C) The Digital Divide
The digital divide is the term used to describe the gap in access to and use of information and communication technologies between different groups in society. This divide can occur due to factors like income, geographic location, or education level. It is a significant challenge for modern governance as it can lead to the exclusion of certain populations from digital services and economic opportunities. Bridging this gap is essential for ensuring that technological progress is inclusive for all citizens.

**190.** (B) Civil society organizations are a part of the formal government structure.
Civil society organizations play a crucial role in governance by acting as watchdogs, providing alternative service models, and representing the voices of marginalized groups. However, it is incorrect to say that they are a part of the formal government structure. Instead, they constitute the 'third sector', which is distinct from both the state and the private market. This independence allows them to monitor public authorities objectively and advocate for public interests, thereby strengthening accountability and democratic processes.

**191.** (B) Business Process Re-engineering
Revamping a tax department's entire workflow to be more citizen-centric, transparent, and

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model enhances the legitimacy of decision-making.

**220.** (B) The law that governs the activities of administrative agencies of government.
Administrative law is the body of law that governs the activities and procedures of administrative agencies of the government. It focuses on the powers delegated to these agencies, the requirements for fair decision-making, and the mechanisms for judicial review of administrative actions. Its primary purpose is to ensure that the executive branch exercises its authority within legal limits and in a just manner. This branch of public law is essential for protecting citizens against the abuse of discretionary power.

**221.** (C) It represents a symbolic and practical shift towards a more citizen-centric and service-oriented administration.
The most significant contribution of the citizen charter to governance is that it represents a symbolic and practical shift toward a more citizen-centric and service-oriented administration. By publicly stating service standards and timeframes, it empowers the public and encourages public organizations to be more responsive and accountable. While it may not always be a legally binding contract, it provides a framework for internal reform and for improving service quality. It is an essential tool for making departments more transparent.

**222.** (C) The principle of maximizing bureaucratic power.
The ethical foundations of governance are rooted in constitutional values, moral teachings from family and society, and the professional ethics fostered by the education system. These sources provide the moral principles that guide public officials toward integrity and the public good. The principle of maximizing bureaucratic power is not an ethical foundation; in fact, ethical governance aims to control the exercise of power and ensure it is used responsibly and fairly. Focus remains on values that build trust.

**223.** (A) Both Statement I and Statement II are true.
The digital divide can significantly hinder the effectiveness of e-governance initiatives by excluding those who lack access to technology. E-readiness assessments evaluate a society's preparedness to benefit from ICT, and a low score on this measure indicates a significant digital divide. Both statements together show the multi-dimensional nature of digital inclusion. Addressing these issues requires comprehensive strategies that combine building infrastructure with promoting digital skills among all sections of the population to ensure that technological benefits are distributed equitably.

**224.** (C) Judiciary
The three primary actors in the modern governance process are the state, the market, and civil society. These sectors interact and collaborate to steer society and address complex public problems. The state provides the legal framework, the market drives economic activity, and civil society acts as an advocate for public interests. While the judiciary is a vital branch of the government that upholds the rule of law, it is not typically categorized as one of the three main actor-sectors.

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**225.** (B) Some CSOs may be driven by narrow agendas or be accountable only to their external funders, rather than communities.
A significant limitation of civil society is that some organizations may be driven by narrow agendas or be accountable only to their external funding sources rather than the communities they claim to represent. This can undermine their legitimacy as independent voices for the public interest. While civil society plays a vital role as a watchdog and advocate, it is not always perfectly democratic or accountable. Ensuring transparency and representativeness within these groups is essential for their overall social effectiveness.

**226.** (B) The law is supreme and no one is above it, including those in power.
The core principle of the rule of law is that the law is supreme and no one is above it, including the government and those in power. This principle ensures that actions are governed by established legal frameworks rather than by personal whims or the desires of the powerful. By requiring that laws be clear, publicized, and applied equally to all, the rule of law protects individual rights and provides the necessary foundation for a democratic system.

**198.** (A) Both Statement I and Statement II are true.
A citizen charter is a public document that aims to empower citizens by clearly stating the standards and quality of service they can expect from an organization. One of its key objectives is to make the administration more transparent and accountable toward the public. Both statements correctly reflect the purpose of this administrative tool. By committing to specific service timeframes and specifying grievance redressal mechanisms, a charter shifts the focus of public organizations toward being more citizen-centric.

**199.** (D) Unrestricted discretionary power for the executive
The rule of law implies the supremacy of law, the requirement for equality before it, and the predominance of the legal spirit. It ensures that everyone, including the government, is subject to the same legal framework. Crucially, it prevents the exercise of unrestricted discretionary power by the executive, as all actions must be governed by established and publicized rules. By setting legal limits on authority, the rule of law protects individual liberties and forms the essential basis for justice.

**200.** (B) An online portal that allows citizens to collaboratively draft a local policy with municipal officials.
An online portal that allows citizens to collaboratively draft local policies with municipal officials is a prime example of e-governance. While e-government focuses on the online delivery of services and information, e-governance involves using technology to transform the governing process itself and improve citizen participation. This collaborative platform moves beyond just providing a service to actively involving the public in decision-making. It demonstrates how digital tools can enable more interactive and responsive relationships between government and community.

**201.** (B) Delegation
Delegation is the process of transferring administrative or rule-making power from a superior authority, like the legislature, to a subordinate one, such as the executive branch or its agencies. This is necessary in modern governance because the legislature often lacks the time and specialized knowledge to handle the detailed regulations required for complex laws. While this delegation allows for more flexible administration, it must be governed by clear legal limits and is subject to oversight to prevent abuse.

**202.** (B) Civil society playing a watchdog and advocacy role.
Filing a Public Interest Litigation to challenge industrial pollution is an example of civil society playing a watchdog and advocacy role. By representing the community's interests in court, the NGO holds both the private company and the state accountable for environmental protection. This action demonstrates how non-governmental actors can use legal and democratic tools to influence public policy and protect citizen rights. It is an essential function of civil society, ensuring that the public interest is upheld.

**203.** (C) The individual writ large, a natural institution for achieving justice.
In 'The Republic', Plato viewed the state as the "individual writ large" and a natural institution for achieving justice. He believed that the structure of the ideal state should mirror the structure of a harmonious human soul. Just as reason, spirit, and appetite should work together under the rule of wisdom in a person, the different social classes should fulfill their roles under the guidance of wise philosopher kings. This perspective emphasizes the moral nature of the state.

**204.** (C) It advocates for a strict, hierarchical, and rule-bound bureaucracy.
New Public Management promotes competition, performance measurement, and treating citizens as 'customers' to improve public sector efficiency. However, it does not advocate for a strict, hierarchical, and rule-bound bureaucracy; in fact, it seeks to move away from that traditional model. Instead, it emphasizes managerial autonomy and the adoption of flexible, results-oriented practices from the private sector. The goal is to create a more entrepreneurial culture within government organizations that can deliver better and more efficient services.

**205.** (A) Both Statement I and Statement II are true.
The concept of governance gained prominence in the late 1980s through the work of the World Bank. Its initial interest was driven by the

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citizens to verify information and hold public officials answerable for their actions. By making this data public, the government increases the openness of its administrative processes, which is essential for building trust and for the efficient management of public resources.

**249.** (C) Yogakshema
In Kautilya's Arthashastra, the term 'Yogakshema' is used to describe the welfare, well-being, and prosperity of the people. This concept highlights the ruler's fundamental duty to ensure the security and holistic development of the subjects of the state. Governance is viewed as a mechanism for achieving this collective good, suggesting that the king's own success is directly linked to the happiness and prosperity of his subjects. This people-centric approach to statecraft forms the basis of his discourse on good governance.

**250.** (A) Effective governance often depends on the constructive interaction and partnership between the state, market, and civil society.
Effective governance often depends on the constructive interaction and partnership between the state, market, and civil society. These three sectors are not mutually exclusive but interact to address complex social problems and achieve collective goals. The state provides the legal framework, the market drives economic activity, and civil society acts as a watchdog and advocate for public interests. This collaborative relationship is essential for sustainable development and for ensuring that the needs and rights of all citizens are effectively addressed.

**251.** (B) A pragmatic framework centered on state stability and subject welfare through centralized control
Kautilya's philosophy of governance, as articulated in the Arthashastra, centers on a pragmatic model where state stability and the welfare of subjects are achieved through highly centralized administration. This framework emphasizes that the king's happiness lies in the prosperity of the people, necessitating a meticulously regulated system to ensure effective law enforcement and economic strength within the state.

**252.** (A) Plato favored a wise ruler, whereas Aristotle prioritized the rule of law
The distinction between these two classical philosophers lies in their fundamental approach to authority. While Plato envisioned an ideal state governed by the ethical wisdom and virtue of a philosopher-king, Aristotle advocated for the supremacy of the rule of law. Aristotle believed that a legal framework provides more stability and impartiality than the rule of any single individual ruler.

**253.** (C) Kautilya, emphasizing the king's happiness in his subjects' welfare
The Sanskrit phrase "praja sukhe sukham rajnah" translates to the principle that in the happiness of the subjects lies the happiness of the king. This concept is central to Kautilya's administrative philosophy, highlighting that the monarch's primary duty and personal fulfillment are inextricably linked to the well-being and prosperity of the people within a well-governed, stable state.

**254.** (D) A 'polity' or mixed constitution
Aristotle's empirical analysis of various constitutions led him to propose the 'polity' as the most practical and stable form of government. This mixed constitution balances the interests of different social classes, particularly the rich and the poor. By avoiding extremes and establishing the rule of law, it ensures long-term stability and fairness in a diverse political community.

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**255.** (C) Establishing a well-ordered and functional state
Although Kautilya, Plato, and Aristotle offered different methods—ranging from authoritarian regulation to ethical leadership and the rule of law—their shared objective was the creation of a well-ordered state. Each thinker sought to define the principles that ensure societal harmony, administrative stability, and the overall functionality of the political unit in order to achieve the common good.

**256.** (B) Global sovereignty
The concept of good governance includes specific universally recognized elements such as transparency, accountability, and the rule of law. While participation, consensus orientation, and equity are explicitly listed as essential

adjudication. This specialized body performs a quasi-judicial function, handling complex and technical cases that require specific expertise. By providing an alternative to the ordinary court system, such tribunals offer a more efficient and expert-driven way to settle conflicts within a specific sector. This ensures that administrative decisions are fair and subject to an appropriate level of specialized review.

**213.** (D) The conduct of democratic elections
Kautilya's Arthashastra is a comprehensive ancient Indian treatise that provides detailed advice on espionage, treasury management, and foreign policy. It focuses on the practical and strategic aspects of ruling a kingdom and ensuring the security and prosperity of the state. While it discusses the duties of the king toward the subjects, it does not include advice on the conduct of democratic elections, as it was written in a monarchical context. Its focus remains on achieving Yogakshema.

**214.** (C) Exercise legitimate authority and create the legal and institutional framework for society.
In the state-market-civil society framework, the state's unique and primary role is to exercise legitimate authority and create the legal and institutional framework for society. It provides the rules and regulations that govern the interactions between all actors and ensures the protection of rights and the maintenance of order. While market activity drives the economy and civil society acts as an advocate, the state's regulatory and legal functions are essential for achieving collective goals and social stability.

**215.** (B) e-Government
E-government is the use of information and communication technology by the state to provide information and services to its citizens. This digital transformation aims to make administrative processes more efficient, transparent, and accessible. By leveraging technology, the government can offer services like online applications, digital access to public records, and electronic payment platforms. This approach improves the quality of service delivery and enhances the interaction between the state and the public, contributing to a responsive system of modern administration.

**216.** (B) Gender and Governance
Gender and governance is concerned with the idea that an imbalance between men and women in decision-making roles leads to policy outcomes that are not equitable. This analytical perspective examines how institutions and policies may affect different genders differently and seeks to address systemic biases. By promoting equal participation and using tools like gender-responsive budgeting, it aims to create governance structures that are fair and inclusive for all. This focus is essential for achieving social justice.

**217.** (C) It aims to strengthen the culture of secrecy in administration.
The Right to Information Act is a key tool for promoting transparency and empowering ordinary citizens to question the government. It is a fundamental component of good governance, shifting the administrative paradigm toward openness and answerability. It is incorrect to say that the act aims to strengthen the culture of secrecy; its primary purpose is to replace it with a regime of disclosure. By giving people the legal right to access official information, the act helps fight corruption effectively.

**218.** (A) Both Statement I and Statement II are true.
In his work 'Politics', Aristotle classified governments based on who rules and whether they govern for the common good. He argued that monarchy, aristocracy, and polity are good forms when the rulers are committed to the well-being of all citizens. Both statements correctly reflect his belief that the quality of a government depends on its purpose and the integrity of its leaders. His analysis provided a framework for understanding how different systems of authority can serve collective interest.

**219.** (C) Collaborative and participatory governance
Developing a 'smart city' plan through a partnership between a city government, private companies, and a university, while involving continuous resident input, is a clear example of collaborative and participatory governance. This process brings together multiple actors from different sectors to solve a complex problem through shared knowledge and resources. The active involvement of citizens through meetings and online forums ensures that the final plan reflects community needs and values. Such a

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finding that the success of development aid and structural adjustment programs was directly linked to the quality of a country's institutions. Consequently, the Bank began to emphasize good governance, including the rule of law and transparency, as essential conditions for development. Both statements correctly identify the origin and motivation behind popularization of the paradigm.

**206.** (A) Constitutional Law is superior and deals with the structure of the state, while Administrative Law deals with the functioning of the administration.
Constitutional law is superior and deals with the fundamental structure and powers of the state, while administrative law focuses on the functioning and procedures of the administrative authorities. Administrative law provides specific rules that govern day-to-day operations of government agencies and their interaction with citizens. It ensures that the executive branch exercises its power legally and fairly. While both are part of public law, constitutional law sets the broad framework, whereas administrative law handles the detailed operational aspects.

**207.** (C) Participatory
A governance system that provides multiple avenues for citizens to engage in the policy process beyond just voting is best described as participatory. This model encourages active involvement in decision-making through consultations, public hearings, and other collaborative mechanisms. By including diverse voices, participatory governance enhances the legitimacy and quality of government actions. It ensures that policies are more responsive to the actual needs of the community. This approach strengthens the democratic link between state and citizen.

**208.** (A) The Digital Divide
The increasing use of ICT in governance directly leads to a greater need to address the digital divide. As the government moves services and information online, there is a risk of excluding those who lack access to technology or the skills to use it. This gap can worsen social and economic inequalities. Ensuring universal access and digital literacy is essential for the success and fairness of any modern e-governance strategy. Bridging this divide is a key challenge.

**209.** (C) Public Value Theory
Public Value Theory posits that public managers should actively create value for the public, much like private managers create value for shareholders. This concept, championed by Mark Moore, suggests that the role of public officials is to achieve outcomes that are collectively valued by the citizenry. It involves managing the political environment to build legitimacy and ensuring that initiatives are operationally feasible. This theory focuses on the democratic responsibility of the state to enhance the well-being of the community.

**210.** (B) They are the primary institutions for the early inculcation of moral values like honesty and compassion.
Family and society are the primary institutions for the early inculcation of moral values like honesty, integrity, and compassion. These values form the foundational ethical framework that individuals carry into their personal and professional lives, including their roles in public service. The socialization process within these institutions shapes the moral character of citizens and future administrators. Ethical governance depends on the personal commitment of officials to these core values, which are established before they enter formal education.

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**211.** (A) Both Statement I and Statement II are true.
Accountability is the obligation of public officials to provide an answer for their actions and performance. Transparency is the condition that makes these actions observable to those outside the government. Both statements together reflect the essential and interconnected nature of these two principles. Transparency provides the necessary information and visibility for accountability to be effective. Without openness, it is impossible for the public to effectively monitor administrative behavior or hold officials responsible for their decisions and administrative outcomes.

**212.** (C) A mechanism for Administrative Adjudication
A tribunal established to resolve disputes between telecom service providers and a national regulator is a clear mechanism for administrative

**227.** (A) New Public Management (NPM)
Outsourcing public park maintenance to private contractors and paying them based on performance metrics is an approach heavily influenced by New Public Management. This paradigm seeks to improve public sector efficiency by adopting management techniques from the private sector, such as competition and performance-based contracts. It treats citizens as customers of services and emphasizes achieving specific results rather than just following traditional bureaucratic procedures. This move reflects a shift toward a managerial culture in modern public administration.

**228.** (C) Statement I is true, but Statement II is false.
Delegated legislation is a necessary tool in modern governance because the legislature cannot handle the sheer volume and technical detail of all required rules. However, it is incorrect to say that there are no mechanisms to control this power. In fact, various controls such as judicial review, legislative oversight committees, and procedural requirements like public consultation exist to prevent the abuse of delegated authority. These mechanisms ensure that administrative rule-making remains legal, fair, and accountable to public interests.

**229.** (B) To act as an independent guardian of the Right to Information.
The primary purpose of the Central Information Commission as an institution is to act as an independent guardian of the Right to Information. It serves as the highest appellate body, ensuring that public authorities correctly implement the law and provide access to information when requested by citizens. By adjudicating disputes and penalizing non-compliance, the commission protects the public's right to know. Its role is essential for fostering a culture of transparency and accountability across the entire administrative system.

**230.** (D) BPR - Making minor, continuous improvements.
E-government involves the online provision of services, the digital divide refers to the gap in ICT access, and e-readiness measures the preparedness to benefit from technology. Business Process Re-engineering, however, is incorrectly described as making minor, continuous improvements. In reality, it involves the radical redesign of workflows and organizational processes to achieve dramatic improvements in performance. Understanding these distinctions is fundamental for analyzing the various strategies and concepts that are used to modernize public administration and enhance institutional effectiveness.

**231.** (A) Aristotle
Aristotle was the ancient Greek philosopher who was a student of Plato and a tutor to Alexander the Great. He wrote extensively on 'polity' and the rule of law, viewing them as the most stable and just foundations for a state. He prioritized the rule of law over the rule of any individual, arguing that laws are free from human passion. His political philosophy emphasized the importance of a strong middle class and constitutional systems.

**232.** (C) Civil Society
Civil society is the collective of non-governmental, non-market citizen organizations and initiatives that operate in the public sphere. It is distinct from both the formal institutions of the state and the private business market. This "third sector" includes community groups, labor unions, and advocacy networks. Civil society provides a space for citizens to organize and participate in public life, articulating their interests and holding both state and market accountable. It plays an essential role in fostering a democratic society.

**233.** (A) Both Statement I and Statement II are true.
Public Value Theory argues that the primary goal of public managers is to create public value, which is achieved when the collective preferences of the citizenry are met through government action. Both statements correctly identify the core tenet of this theory, which offers a distinct alternative to the market-oriented New Public Management. It emphasizes the democratic responsibility of officials to achieve outcomes that the whole community values, focusing on the creation of benefits and trust.

**234.** (A) Openness and Citizen Participation
Publishing a draft environmental policy online and inviting comments from citizens, experts, and industries is a clear example of openness and citizen participation. This practice involves the public in the decision-making process before a final policy is enacted, ensuring that

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diverse perspectives are considered. It fosters transparency and increases the legitimacy of government actions. Such engagement demonstrates a commitment to inclusive and participatory governance, making the administrative process more responsive to the actual needs of the whole community.

**235.** (C) Personal loyalty to a political leader
The ethical values that should guide a public servant, derived from the Constitution, include justice, equality, and liberty. These principles require officials to act fairly and impartially toward all citizens while protecting their fundamental rights. Personal loyalty to a political leader is not an ethical value in this constitutional framework; in fact, it can conflict with the duty to serve the public interest neutrally and professionally. The focus remains on values that promote social equity and democratic aspirations.

**236.** (C) Foster a culture of transparency and accountability in the working of every public authority.
The most fundamental objective of the Right to Information Act is to foster a culture of transparency and accountability in the working of every public authority. By providing citizens with a legal right to access official records, the act empowers them to monitor government actions and hold officials answerable for their decisions. This openness helps to reduce corruption and ensure that public power is used responsibly. It is a key tool for strengthening democratic governance and making administrative systems responsive.

**237.** (B) Sustainable human development.
The United Nations Development Programme emphasizes that good governance is a vital means to achieve the end goal of sustainable human development. This perspective links governance directly to poverty reduction, social inclusion, and environmental protection. It highlights that an effective and accountable administration is essential for creating an environment where all people can live with dignity and expand their capabilities. This approach involves multiple actors and focuses on making institutions more participatory, transparent, and responsive to the needs of marginalized citizens.

**238.** (B) He advocated for a 'polity' (constitutional government) as a practical ideal, balancing the interests of the rich and the poor.
Aristotle advocated for a 'polity', or constitutional government, as a practical ideal for achieving stable and just governance. He believed this system could balance the interests of the rich and the poor, preventing the state from falling into extremes like oligarchy or mob rule. A strong middle class is essential for this system, as it provides social stability and prevents elite domination. His focus was on the rule of law and the creation of systems for the good.

**239.** (C) Administrative Law
Administrative law is the body of law created by administrative agencies in the form of rules, regulations, orders, and decisions. It governs the powers and procedures of these agencies and provides the legal framework for their interaction with the public. This branch of public law ensures that administrative authority is exercised legally, fairly, and reasonably. By allowing for judicial review, it protects citizens against the abuse of discretionary power and maintains the rule of law within the day-to-day operations.

**240.** (D) Statement I is false, but Statement II is true.
Networking and collaborative governance often includes actors from the private sector and civil society, moving beyond just government agencies working together. This form of governance is designed to address complex problems that no single organization can solve alone. By pooling resources, knowledge, and authority through these partnerships, diverse actors can work together more effectively. Both statements together correctly identify that modern governance involves a networked approach that includes multiple stakeholders in collective problem-solving and service delivery for the whole community.

**241.** (B) Objectivity and Impartiality
A public official who makes decisions based on evidence and established rules without any personal bias is demonstrating the ethical principle of objectivity and impartiality. This principle ensures that the administration acts fairly toward all citizens and that public authority is used in a just and consistent manner. It is a core value that prevents corruption and favoritism. By

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being objective, officials maintain the integrity of the decision-making process and build public trust in governmental institutions, ensuring that merit remains prioritized.

**242.** (B) It is a static document that should never be revised.
A citizen's charter should ideally be formulated with citizen consultation and should clearly specify service standards, timeframes, and grievance redressal mechanisms. Its goal is to make public organizations more citizen-centric and responsive to user needs. However, it is incorrect to say that it is a static document that should never be revised. In fact, to remain effective, a charter must be regularly updated based on feedback and changing circumstances to ensure that service quality continues to improve and meet public expectations.

**243.** (B) Public Choice Theory
Public Choice Theory is the framework that applies economic reasoning to non-market decision-making, assuming that politicians and bureaucrats act as self-interest maximizers. This theory provides a critical lens for understanding how individual motivations can influence political and administrative outcomes, potentially leading to government failures. By analyzing the incentives within the state, it offers insights into why certain policies may result in inefficiency or serve narrow interests. This perspective challenges the idea that public officials always act purely for the collective good.

**244.** (B) Public policies and programs often have differential impacts on men and women, which can create inequality if not addressed.
Gender is a critical dimension of governance because public policies and programs often have differential impacts on men and women. If these differences are not addressed, governance institutions can inadvertently create or worsen gender inequality. Analyzing policy impacts from a gender perspective and promoting equal participation in decision-making are essential for achieving fair and equitable outcomes for all. This focus ensures that the needs of diverse groups are reflected in governance, contributing to social justice and overall societal well-being.

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**245.** (B) Coordination among non-state actors, such as in global policy networks or private standard-setting bodies.
The idea of 'governance without government' refers to the coordination among non-state actors in the absence of a central state authority. This can be seen in global policy networks, private standard-setting bodies, or collaborative arrangements among international organizations and non-governmental actors. It highlights that steering and coordination can occur through various networks and partnerships even when a formal national government is not directly involved. This concept is essential for understanding the complexity of global affairs and power shifts.

**246.** (D) Statement I is false, but Statement II is true.
The World Bank's approach to governance is primarily diagnostic, using several indicators to assess the quality of a country's institutions across different dimensions like the rule of law and control of corruption. While it promotes good governance as a condition for economic development, it does not offer a mandatory, one-size-fits-all model for all countries. Instead, its indicators provide a framework for identifying institutional weaknesses and designing reforms. Both statements correctly reflect that the Bank's focus is on assessing institutional capacity.

**247.** (D) Indifference
Good governance is characterized by principles like transparency, accountability, and participation, which ensure that the administration is honest, fair, and responsive to the public. These attributes foster trust and allow for effective societal steering. Indifference, which refers to a lack of concern or interest in public needs and social issues, is the opposite of good governance. An indifferent administration fails to be responsive or accountable, leading to a breakdown in the relationship between state and citizens and undermining overall development.

**248.** (A) Enhancing transparency and accountability.
Digitizing land records and making them publicly searchable online is a way of using ICT to enhance transparency and accountability. This digital initiative reduces the opportunity for fraud and disputes by providing a clear and accessible record of land ownership. It empowers

technology-driven is a clear instance of Business Process Re-engineering. This strategy involves the radical redesign of organizational processes to achieve dramatic improvements in performance metrics like cost, service quality, and speed. By fundamentally rethinking how tasks are performed and leveraging modern technology, the department can eliminate inefficiencies and provide a better experience for citizens. This approach moves beyond minor changes to create a responsive administrative system.

**192.** (C) Statement I is true, but Statement II is false.
Governance is a broader concept than government. While government refers to the formal institutions and traditional exercise of state authority, governance encompasses the wider processes of steering society through networks and partnerships involving multiple actors. It includes the state, the market, and civil society working together. Both statements correctly identify this distinction. Governance recognizes the interdependence of different sectors in addressing complex social problems, reflecting a more inclusive approach to managing public affairs and achieving collective societal goals.

**193.** (B) The increasing complexity and interconnectedness of public problems, which no single actor can solve alone.
The rise of networked and collaborative governance is largely a response to the increasing complexity and interconnectedness of modern public problems. Challenges such as climate change or public health crises transcend the boundaries of any single organization or sector. No single actor possesses the resources, knowledge, or authority to solve these 'wicked problems' alone. Consequently, multiple actors from the public, private, and non-profit sectors must work together through partnerships and networks to pool their efforts and achieve solutions.

**194.** (B) To uphold the principles of justice, liberty, equality, and fraternity in their official conduct.
For a public servant, the most crucial ethical obligation derived from constitutional values is to uphold the principles of justice, liberty, equality, and fraternity. These values are the foundation of the state and must guide every official decision and action. This means acting fairly toward all citizens, protecting individual rights, and ensuring public power is used to achieve social equity. Upholding these values is essential for building public trust and maintaining the integrity of democratic legal governance.

**195.** (D) Information Commission
An Information Commission is a quasi-judicial body established to resolve disputes and appeals related to the implementation of the Right to Information Act. If a citizen is denied information by a public authority, they can appeal to the commission for a review. The commission's role is to protect the right to know and ensure that the administration remains transparent and accountable. Its decisions are binding, making it an essential institution for upholding the legal framework of openness.

**196.** (D) Public Choice Theory
Public Choice Theory is the theoretical perspective that views voters, politicians, and bureaucrats as self-interested actors who aim to maximize their own personal utility. It applies economic methodologies to political and administrative decision-making, providing a critical lens for understanding potential government failures. This theory challenges the assumption that public officials always act purely in the public interest. By analyzing the incentives that drive individual behavior, it offers insights into why certain policies result in unintended social outcomes.

**197.** (B) Education can instill a sense of public service, professional ethics, and critical thinking in future administrators.
Education plays a vital role in fostering ethical governance by instilling a sense of public service, professional ethics, and critical thinking in future administrators. It provides individuals with the intellectual tools and moral framework needed to navigate complex administrative dilemmas and act with integrity. Beyond technical skills, a well-rounded education emphasizes values like empathy and social responsibility. This helps create a professional and responsible bureaucracy that is committed to the public good and high ethical standards.

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components, global sovereignty is not identified as a key element. Instead, the focus remains on internal qualitative aspects that ensure effective, inclusive, and responsive administrative processes for all citizens.

**257.** (D) Interdependent and mutually reinforcing
The various components of good governance do not function in isolation; rather, they are closely linked. For instance, transparency is necessary for accountability, and participation makes the system more responsive. These elements work together to create a robust framework where each part supports the others, ultimately strengthening the overall quality and effectiveness of the governance system within a society.

**258.** (A) The relationships within business entities
Corporate governance involves the application of good governance principles specifically to the business sector. It focuses on the structured relationships between a company's management, its board of directors, shareholders, and other relevant stakeholders. The goal is to ensure that decision-making within these entities remains just, transparent, and accountable, mirroring the standards expected in public sector administrative processes.

**259.** (C) Democratic governance is about citizen participation, while global governance manages international affairs without a single world government
Democratic governance is defined by its emphasis on citizen participation and political accountability within a state. In contrast, global governance involves a complex network of formal and informal institutions that manage international affairs. This system operates in the absence of a central world government, using various mechanisms and processes to coordinate global actions and address issues affecting multiple sovereign nations.

**260.** (A) A robust legal framework and an impartial judiciary
Achieving effective governance requires a strong foundational structure to ensure justice and minimize corruption. The existence of a robust legal framework provides the necessary rules for administration, while an impartial judiciary ensures these rules are applied fairly. Together with a professionalized public administration, these elements form the essential basis for maintaining order and protecting the interests of all societal members.

**261.** (D) The management of economic and social resources for development
In its 1989 report, the World Bank defined governance through a developmental lens, specifically focusing on how power is exercised to manage a nation's economic and social resources. This approach was deeply integrated with its lending policies, stressing public sector management and legal frameworks to ensure that financial aid effectively contributes to the sustainable economic growth of a country.

**262.** (B) Regulatory Quality
The World Bank's Worldwide Governance Indicators provide a comprehensive set of metrics to evaluate the quality of governance across different dimensions. Regulatory quality is specifically listed as one of these six key indicators. It measures the ability of a government to formulate and implement sound policies and regulations that permit and promote private sector development, alongside other factors like government effectiveness.

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**263.** (C) The World Bank's perspective is more economically oriented, while the UNDP's is more human-centric and rights-based
The two international organizations differ in their fundamental focus. The World Bank views governance through an economic and technocratic lens, primarily as a tool for effective resource management and development aid. Conversely, the UNDP adopts a more human-centric perspective, emphasizing participation and human rights. For the UNDP, good governance is a value-driven end in itself rather than just an instrument.

**264.** (D) Its lending policies and the effectiveness of development aid
The World Bank's focus on governance is largely driven by its operational role as a financial institution. By promoting transparency, accountability, and legal frameworks, the Bank aims to ensure that the economic and social resources it provides through lending are managed effectively. This pragmatic approach is

**297.** (A) Executive branch to make detailed rules under the authority of a primary law
Delegated legislation occurs when the legislature grants the executive branch the power to create detailed rules and regulations based on a primary act of parliament. This mechanism is essential in modern governance because it allows for flexibility and the application of technical expertise that a large legislative body may lack. These rules must always remain within the scope of the original law.

**298.** (B) Administrative agencies resolve disputes through quasi-judicial bodies
Administrative adjudication is the process where government agencies resolve specific disputes through tribunals or other quasi-judicial bodies. Much like a court of law, these bodies hear evidence and make binding decisions on matters related to administrative actions. This process allows for specialized expertise in resolving complex technical or regulatory disagreements, providing an alternative to the traditional court system for administrative matters.

**299.** (B) Values instilled by Family, Society, and Education
Beyond legal frameworks like administrative law, the ethical foundations of governance are supported by normative value systems. These include principles of integrity and justice instilled through the family, the broader society, and the educational system. These non-legal sources shape the moral character of both citizens and officials, creating a cultural foundation that underpins the ethical behavior required for good governance.

**300.** (A) Provide the legal basis for regulating government agencies and their powers
Administrative law serves as the essential legal framework that governs the activities of public agencies. It defines the specific powers granted to these bodies and establishes the limits of their authority to ensure they do not act arbitrarily. By providing rules for agency operations and decision-making, administrative law ensures that the executive branch remains accountable and functions within the bounds of legality.



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**273.** (D) Perceived narrow focus on efficiency and customer satisfaction
Public Value Theory emerged as a response to the limitations of New Public Management. Critics argued that NPM's emphasis on efficiency and treating citizens as customers was too narrow. Public Value Theory suggests that governance should instead focus on creating broader social value, requiring public managers to navigate complex political environments to achieve outcomes that are substantively valuable to the entire community.

**274.** (A) The creation of 'public value'
In Public Value Theory, the concept of 'public value' serves as the public sector equivalent of 'profit' in the private sector. Just as private managers strive to generate financial gain for shareholders, public managers are tasked with creating substantive value for the citizenry. This involves balancing operational capabilities with political legitimacy to produce outcomes that truly benefit society as a whole.

**275.** (C) Introducing market-oriented mechanisms and decentralization
New Public Management aims to enhance the economy and effectiveness of the public sector by breaking down large, monolithic bureaucracies. It achieves this by creating smaller, autonomous agencies and introducing quasi-market mechanisms such as competition. By decentralizing management authority and focusing on performance measurement, NPM seeks to make public administration more agile, efficient, and responsive to the needs of the population.

**276.** (A) Complex, "wicked" problems requiring multi-actor solutions
Collaborative governance is a strategic response to "wicked" problems like climate change or public health crises. These issues are too complex for any single government agency or private organization to solve alone. By engaging diverse stakeholders in a collective and consensus-oriented process, collaborative governance leverages shared knowledge and resources to implement effective policy solutions that a traditional hierarchical approach cannot achieve.

**277.** (D) Shared power and joint problem-solving
The essence of collaborative governance lies in moving away from unilateral decision-making toward a model based on shared power. It involves formal, organized engagement between public agencies and non-state stakeholders. The core principles of this approach are mutual learning and joint problem-solving, where participants work together to reach a consensus on public policy implementation and the management of societal issues.

**278.** (B) Fundamental rethinking and radical redesign of processes
Business Process Re-engineering (BPR) is defined by its radical approach to organizational change. Rather than making small, incremental adjustments to existing workflows, BPR involves a fundamental rethinking of how tasks are performed. The goal of this radical redesign is to achieve dramatic improvements in key performance indicators, such as cost, quality, speed, and service, by eliminating outdated and inefficient administrative procedures.

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**279.** (C) Creating the operational capacity and flexibility needed for networking
Business Process Re-engineering supports collaborative governance by streamlining internal administrative procedures and breaking down departmental silos. By creating more agile and citizen-centric workflows, BPR provides the public sector with the operational capacity required to engage effectively with external partners. This flexibility is essential for the smooth functioning of networking and collaboration efforts between government agencies and non-state actors.

**280.** (D) Achieve dramatic improvements in performance measures like cost, quality, and speed
The application of Business Process Re-engineering in the public sector is intended to modernize administrative functions and improve efficiency. By fundamentally redesigning outdated processes, agencies aim to achieve significant gains in contemporary performance measures. These improvements in cost-effectiveness, service quality, and administrative speed are crucial for meeting citizen expectations

designed to maximize the developmental impact of aid and ensure stability in recipient nations.

**265.** (A) An end in itself, linked to sustainable human development
The United Nations Development Programme views good governance as more than just a means to achieve economic growth. It is seen as a system of values and institutions that are essential for sustainable human development. By prioritizing human rights and broad participation, the UNDP frames governance as an inherent good that enables a society to manage its affairs justly and equitably.

**266.** (B) From a state-centric model to a tripartite relationship involving the State, Market, and Civil Society
Modern governance has evolved from a traditional model, where the government was the sole provider of services, to a more complex system. This new tripartite relationship involves the State, the Market, and Civil Society working together. This shift reflects a move away from centralized government control toward a collaborative environment where multiple sectors contribute to solving complex societal problems and challenges.

**267.** (B) Facilitator and enabler in a networked governance environment
The transformation of the state's role from "rowing" to "steering" signifies a shift from direct service provision to facilitation. Instead of being the primary actor performing every task, the state now acts as an enabler. It provides the framework and direction that allow market mechanisms and civil society organizations to participate effectively in the delivery of public services and regulations.

**268.** (A) Acting as a service delivery partner and a watchdog
Civil society, which includes NGOs and community groups, plays two vital roles in contemporary governance. First, it serves as a partner in the delivery of services, often reaching communities more effectively than the state. Second, it functions as a watchdog, monitoring the actions of both the government and the market to ensure accountability and protect the interests of the public.

**269.** (C) Issues of democratic accountability concerning non-state actors
While the tripartite governance model encourages collaboration, it introduces significant challenges regarding accountability. Non-state actors, such as private firms and NGOs, may not be subject to the same level of democratic oversight as government agencies. This creates risks where decisions impacting the public are made by entities that are not directly answerable to the electorate, potentially undermining traditional democratic processes.

**270.** (D) Neo-liberal ideologies
The increased prominence of the market in governance is primarily attributed to the rise of neo-liberal ideologies. These philosophies advocate for privatization, deregulation, and the use of market-based competition to improve efficiency in the public sector. As these ideas became influential, the state began to adopt business-like mechanisms and reduce its direct role in providing services, empowering market actors instead.

**271.** (C) Rational, self-interested individuals
Public Choice Theory applies economic principles to political behavior, assuming that government officials and politicians act like individuals in a market. It posits that these actors are rational and primarily motivated by their own self-interest, such as maximizing their influence or budgets. This perspective provides a basis for critiquing traditional bureaucracies for being inefficient and unresponsive to citizen needs.

**272.** (B) Treating citizens as customers and promoting competition
New Public Management (NPM) focuses on making the public sector more business-like and market-oriented. Its key tenets include decentralizing management, measuring performance based on outputs, and introducing competition into service delivery. A central feature of this paradigm is viewing citizens as 'customers' whose individual preferences should drive the quality and efficiency of the services provided by various government agencies.

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remains fair, accountable, and free from secret or arbitrary decisions.

**289.** (D) Applying a gender lens to analyze the differential impacts of governance
The concept of gender and governance involves using a gender lens to understand how policies and institutional structures affect men and women differently. This approach aims to ensure that governance is inclusive and addresses the specific needs of all genders. By analyzing these differential impacts, reformers can create more equitable accountability mechanisms and ensure that women participate as equal stakeholders.

**290.** (A) By exposing disparities in resource allocation for services crucial to women
Transparent budgeting contributes to gender-sensitive governance by making the allocation of public funds visible to all. This clarity allows for the identification of disparities in how resources are distributed for essential services like healthcare and education, which often disproportionately affect women. When these financial priorities are openly scrutinized, it becomes possible to advocate for more equitable and gender-responsive policy-making.

**291.** (C) To establish the citizen's legal right to access information held by public authorities
The Right to Information (RTI) Act is a landmark piece of legislation that empowers citizens by granting them the legal right to request and receive information from public authorities. This act fundamentally shifts the administrative paradigm from a culture of official secrecy to one of transparency. It serves as a vital tool for holding officials accountable and ensuring that government functioning remains open.

**292.** (A) Fragmentation and lack of internal accountability
While civil society plays a crucial role as an intermediary, it faces several internal challenges. It can be highly fragmented, consisting of many diverse groups with competing interests. Additionally, some organizations may lack internal democratic accountability or may be susceptible to being co-opted by powerful state or market interests. These limitations can sometimes hinder the effectiveness of civil society in representing the public.

**293.** (D) To outline a public provider's commitment to service standards and grievance redressal
A Citizen Charter is a document issued by a public service provider that explicitly states its commitment to specific standards of service. It typically outlines the types of services provided, the quality citizens can expect, and the procedures for addressing grievances. The primary aim of a charter is to make public administration more citizen-centric, transparent, and accountable to the people it serves.

**294.** (B) Overseeing the implementation of the RTI Act
The National Information Commission is the regulatory body responsible for ensuring the effective implementation of the Right to Information Act. It serves as an oversight mechanism that handles complaints and appeals from citizens who have been denied access to information by public authorities. By enforcing the legal requirements of the Act, the Commission plays a critical role in promoting administrative transparency.

**295.** (C) Makes government functioning more transparent and officials more accountable
The RTI Act is regarded as a powerful tool for administrative reform because it forces the government to operate in a more transparent manner. By giving citizens the power to access official records, the Act creates a deterrent against corruption and inefficiency. This increased visibility ensures that public officials remain accountable for their decisions, ultimately improving the overall quality of public administration.

**296.** (D) All individuals and institutions, including the state, are accountable under the law
The Rule of Law is a foundational principle asserting that no one is above the legal system. It ensures that all individuals, private institutions, and even the state itself are subject to and accountable under laws that are fairly applied and enforced. This principle provides protection against the arbitrary use of power and ensures that governance is based on established legal rules.

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and creating a more responsive and effective system of public administration.

**281.** (A) e-Government is about service delivery, while e-Governance is a broader concept about transforming the nature of governance itself
The distinction lies in their scope and impact. e-Government focuses on using digital tools to modernize internal agency operations and improve the delivery of existing public services to the population. e-Governance is more transformative, using technology to change the relationship between the state and citizens by making political processes more participatory, transparent, and inclusive of diverse societal voices in decision-making.

**282.** (B) Gap in access to digital technology between different groups
The 'Digital Divide' describes the socio-economic inequality regarding access to, use of, or impact of information and communication technologies. This gap can exist between different countries, urban and rural regions, or various socioeconomic groups within a nation. It represents a significant barrier to inclusive governance, as those without effective digital access are often excluded from participating in e-Governance initiatives.

**283.** (B) Capacity to participate in the digital society and economy
'e-Readiness' serves as a metric to evaluate how prepared a nation is to leverage digital technologies. It measures various factors, including the quality of information technology infrastructure, the affordability of services, and the digital literacy levels of the population. A high level of e-readiness indicates that a country has the necessary capacity to participate successfully in the modern digital society and economy.

**284.** (A) Make governance more participatory and accountable
Beyond simply digitizing services, e-Governance aims to transform the fundamental quality of governance. Its primary goal is to use ICT to enhance participation, transparency, and accountability across all levels of government. By facilitating new types of relationships between the state, citizens, and civil society, e-Governance seeks to create a more inclusive and responsive environment for public decision-making and oversight.

**285.** (C) A significant disparity in internet access between urban and rural areas of a country
An example of the digital divide is when residents in urban centers have high-speed internet and digital resources, while those in rural areas lack basic connectivity. This disparity creates an unequal landscape where rural populations cannot access online government services or participate in digital democratic processes. Such geographic and infrastructure-based gaps illustrate the challenges of achieving truly inclusive and equitable e-Governance.

**286.** (D) The obligation of public officials to answer for their actions
Accountability is a fundamental principle of good governance that requires public officials and institutions to be answerable for their decisions. This obligation ensures that those in power can be scrutinized by the public and oversight bodies. By providing justifications for their actions, officials remain responsible to the citizenry, which helps prevent the arbitrary use of power and maintains institutional integrity.

**287.** (C) Allow for effective public scrutiny and help prevent corruption
Openness and transparency work together to ensure that government actions and decision-making processes are visible to the public. By making information readily available and understandable, these principles allow citizens to monitor administrative performance. This environment of visibility makes it significantly harder for corruption to occur and for power to be abused, thereby fostering greater public trust in governance institutions.

**288.** (B) They are closely related concepts that foster public scrutiny
Openness and transparency are synergistic principles. Openness ensures that the workings of the government are accessible to the public, while transparency ensures that the information provided is clear and useful. Together, they create a framework that enables effective oversight and scrutiny of administrative actions. This relationship is vital for ensuring that governance

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# CHAPTER 10

# Research Methodology

**1.** Which of the following best defines 'Social Science Research'?
(A) A casual inquiry into the day-to-day happenings of society.
(B) A systematic investigation to find solutions and add to knowledge.
(C) The compilation of existing social theories without empirical data.
(D) The process of forming opinions based on personal experiences.

**2.** Given below are two statements.
**Statement I :** 'Methodology' refers to the underlying principles and logic that guide the research process.
**Statement II :** 'Method' refers to the specific techniques or procedures used to collect and analyze data.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**3.** Which of the following is NOT considered a primary significance of social science research?
(A) It contributes to the development of social theory.
(B) It helps in social planning and policy formulation.
(C) It serves to reinforce popular stereotypes or biases.
(D) It enhances the control over social phenomena for use.

**4.** A researcher decides to study the impact of a new educational policy on student performance, consciously setting aside their personal belief that the policy is flawed. This action is a direct application of managing the relationship between:
(A) Primary and secondary data.
(B) Methodology and method.
(C) Hypothesis and null-hypothesis.
(D) Facts and values in research.

**5.** Given below are two statements: one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** Research plays a crucial role in theory-building.
**Reason (R) :** Research provides empirical evidence that can be used to test, refine, or generate new theories.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**6.** The 'Scientific Method' in social science research fundamentally relies on:
(A) Intuitive judgments and personal insights.
(B) Empirical evidence and systematic observation.
(C) Unquestioning acceptance of established authority.
(D) Speculative philosophy and abstract reasoning.

**7.** What is the most appropriate description of 'Objectivity' in social research?
(A) The researcher's ability to completely detach from the research topic.
(B) The selection of a research topic that is not controversial or value-laden.
(C) The exclusive use of quantitative methods to ensure numerical accuracy.
(D) The researcher's effort to minimize bias and present evidence-based findings.

**8.** Identify the correct statement regarding 'Types of Research'.
(A) Descriptive research aims to provide a detailed picture of a situation.
(B) Exploratory research is primarily used to

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test a well-defined hypothesis.
(C) Explanatory research is used when there is very little information available.
(D) Action research is purely theoretical and has no practical application.

**9.** All of the following are essential criteria for the identification of a good research problem EXCEPT:
(A) It should be feasible in terms of time, money, and expertise.
(B) It should be ethically sound and not cause harm to participants.
(C) It should be complex enough to be unsolvable.
(D) It should be novel and contribute to the body of knowledge.

**10.** Match the following items in List I with those in List II regarding hypotheses.
List I: (Hypothesis Type)
P. Null Hypothesis
Q. Directional Hypothesis
R. Non-directional Hypothesis
S. Working Hypothesis
List II: (Description)
1. Specifies the expected direction of the relationship between variables.
2. A provisional assumption made to guide the initial stages of investigation.
3. States that there is no relationship or difference between variables.
4. Predicts a relationship exists but does not specify its direction.
(A) P-3, Q-1, R-4, S-2
(B) P-1, Q-3, R-2, S-4
(C) P-3, Q-4, R-1, S-2
(D) P-2, Q-1, R-3, S-4

**11.** What is a 'Null-Hypothesis' ($H_0$)?
(A) A statement that predicts a positive relationship between two variables.
(B) A provisional hypothesis that the researcher believes to be accurate.
(C) The final concluding statement derived from the research study.
(D) A statement of 'no effect' subjected to statistical testing.

**12.** Consider the following statements as a cause-and-effect relationship:
Cause: A researcher finds that the collected data does not support the initial hypothesis.
Effect: The researcher rejects the hypothesis.
This process is a core component of:
(A) Identification of a research problem.
(B) Validation of a hypothesis.
(C) Selection of a sampling technique.
(D) Formulation of a research design.

**13.** Identify the correct pair from the following.
(A) Exploratory Research Design - Testing specific causal relationships.
(B) Experimental Research Design - Investigating topics with no prior info.
(C) Descriptive Research Design - Portraying characteristics of a group.
(D) Case Study Design - Generalizing findings to a very large population.

**14.** Given below are two statements.
**Statement I :** Observation is a method of primary data collection.
**Statement II :** Using books in a library is a method of primary data collection.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**15.** Arrange the following steps of the research process in a logical chronological order.
I. Identification of Research Problem
II. Report Writing
III. Data Collection
IV. Formulation of Hypothesis
V. Analysis of Data
Choose the correct sequence:
(A) I, IV, III, V, II
(B) IV, I, III, II, V
(C) I, III, IV, V, II
(D) III, I, IV, V, II

**16.** Which of the following is an example of a secondary source of data?
(A) Conducting a face-to-face interview with a respondent.
(B) Analyzing government census reports from a national archive.
(C) Observing a social group's interaction in their natural setting.

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(D) Administering a questionnaire to a sample of students.

**17.** A 'Questionnaire' is best described as:
(A) A verbal interaction between the researcher and the respondent.
(B) A data collection tool consisting of written questions for a respondent.
(C) A method of observing participants without their explicit knowledge.
(D) A framework used for the management of the entire research project.

**18.** In the context of data collection methods, which statement is incorrect?
(A) Observation is always conducted in a non-participatory manner.
(B) Interviews allow for probing and clarification of responses.
(C) Questionnaires are suitable for large, dispersed samples.
(D) Primary data is information collected for the first time.

**19.** A researcher wants to understand the non-verbal communication patterns among factory workers. Which method of data collection would be most appropriate for this purpose?
(A) Questionnaire
(B) Telephonic Interview
(C) Observation
(D) Use of library archives

**20.** Read the following statements regarding 'Research Design' carefully.
a. It is a framework for the collection and analysis of data.
b. It is decided upon after the data has been collected.
c. It ensures that the research is conducted economically.
d. A good research design helps in minimizing bias and increasing the reliability of data.
Which of the above statement(s) is/are correct?
(A) a and b only
(B) b, c and d only
(C) a, c and d only
(D) a, b, c and d

**21.** The process of selecting a subset of individuals from a larger population to estimate the characteristics of the whole population is known as:
(A) Data analysis
(B) Hypothesis validation
(C) Sampling
(D) Report writing

**22.** Given below are two statements.
**Statement I :** The Internet can be a source for both primary and secondary data.
**Statement II :** A researcher conducting an online survey is collecting primary data, while accessing a published research paper online is using a secondary source.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**23.** Which scale of measurement has a true zero point, allowing for statements about ratios (e.g., "twice as much")?
(A) Nominal Scale
(B) Ordinal Scale
(C) Interval Scale
(D) Ratio Scale

**24.** A social scientist uses SPSS for their research. What is the primary function of this tool?
(A) For statistical analysis of collected data.
(B) To identify the research problem.
(C) To conduct interviews and observations.
(D) To write the final research report.

**25.** Given below are two statements: one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** Ethical considerations are paramount in social science research.
**Reason (R) :** Research often involves human participants, and their rights, privacy, and well-being must be protected.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

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**26.** Which of the following is NOT an ethical principle in social research?
(A) Manipulating data to fit a desired outcome.
(B) Obtaining informed consent from participants.
(C) Ensuring the anonymity and confidentiality of respondents.
(D) Avoiding harm to the research participants.

**27.** The primary purpose of a 'Bibliography' in a research report?
(A) To summarize the key findings of the study.
(B) To list the members of the research team.
(C) To provide the raw data collected during the study.
(D) To list all sources consulted and cited in the research.

**28.** Identify the incorrect statement regarding report writing.
(A) The report should be written in a clear and objective formal style.
(B) Personal opinions and unverified claims should be central to the work.
(C) The structure typically includes methodology, findings, and conclusion.
(D) Proper citation and referencing are mandatory to avoid plagiarism.

**29.** A researcher studying income levels asks respondents to classify their annual income as 'Low', 'Middle', or 'High'. This is an example of which scale of measurement?
(A) Nominal Scale
(B) Interval Scale
(C) Ordinal Scale
(D) Ratio Scale

**30.** Read the following statements about Social Science Research carefully.
a. It is unsystematic and based on intuition.
b. It helps in understanding social life and phenomena.
c. It can provide solutions to various social problems.
d. It is significant for social policy formulation.
e. Its findings are always absolute and universally applicable.
Which of the above statement(s) is/are correct?
(A) a, b, and c only
(B) b, c, and d only
(C) c, d, and e only
(D) a, c, and e only

**31.** The distinction between 'Methodology' and 'Method' implies that:
(A) Methodology is the framework, while Method is the specific tool used within it.
(B) Methodology is the practical application, while Method is the theory.
(C) The terms 'Methodology' and 'Method' are identical and interchangeable.
(D) A single Methodology can only accommodate one specific Method.

**32.** Given below are two statements.
**Statement I :** Facts in social research are empirically verifiable observations.
**Statement II :** Values are beliefs about what is good or bad, desirable or undesirable, and they cannot be empirically proven.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

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**33.** How does research contribute to theory-building?
(A) By ignoring existing theories and starting from scratch.
(B) By evaluating existing theories through empirical findings.
(C) By focusing exclusively on data collection without theory.
(D) By proving that theories are permanent and unchangeable.

**34.** A key characteristic of the 'Scientific Method' is its cyclical nature, often described as:
(A) Theory → Hypothesis → Observation → Generalization
(B) Observation → Opinion → Conclusion → Publication
(C) Idea → Funding → Experiment → Result
(D) Question → Guess → Confirmation → Law

**35.** Match the following items in List I with those in List II regarding research concepts.
List I: (Concept)
P. Objectivity
Q. Hypothesis

R. Sampling
S. Methodology
List II: (Core Idea)
1. A testable proposition about the relationship between variables.
2. The process of selecting a representative part of a population.
3. The philosophical framework guiding the research.
4. Minimizing the influence of the researcher's personal bias.
(A) P-1, Q-2, R-3, S-4
(B) P-4, Q-1, R-2, S-3
(C) P-3, Q-4, R-1, S-2
(D) P-4, Q-2, R-1, S-3

**36.** All of the following are types of research classified by purpose EXCEPT:
(A) Exploratory Research
(B) Descriptive Research
(C) Explanatory Research
(D) Questionnaire Research

**37.** A researcher formulates the statement: "There is no significant difference in the academic performance of students from urban and rural backgrounds." This statement is an example of a:
(A) Working hypothesis
(B) Directional hypothesis
(C) Null hypothesis
(D) Research question

**38.** The primary goal of 'Validation of Hypothesis' is to:
(A) Prove the hypothesis is absolutely correct for all time.
(B) Assess if empirical evidence supports or refutes the claim.
(C) Select the most interesting hypothesis to study.
(D) Ensure the hypothesis is written in a clear manner.

**39.** A 'Research Design' is often referred to as the _____ of the study.
(A) conclusion
(B) data
(C) bibliography
(D) blueprint

**40.** Consider the following:
Cause: A researcher wants to gather in-depth, nuanced information about a person's life experiences and perspectives.
Effect: The researcher chooses the 'Interview' method for data collection.
This shows a logical link between:
(A) Research objectives and method selection.
(B) Sampling and data analysis.
(C) Hypothesis formulation and report writing.
(D) Bibliography and citation patterns.

**41.** Which of the following is a key advantage of using a questionnaire for data collection?
(A) It allows for high flexibility in questioning.
(B) It guarantees a 100% response rate.
(C) It can be administered to large groups ensuring anonymity.
(D) It is ideal for exploring complex issues in depth.

**42.** Identifying the correct pair of data source and type.
(A) A published academic journal article - Secondary Data
(B) A company's annual report - Primary Data
(C) A transcript of an interview you conducted - Secondary Data
(D) A completed survey you administered - Secondary Data

**43.** Which sampling technique gives every member of the population an equal and independent chance of being selected?
(A) Quota Sampling
(B) Purposive Sampling
(C) Snowball Sampling
(D) Simple Random Sampling

**44.** Given below are two statements.
**Statement I :** The Celsius scale for temperature is an example of an interval scale.
**Statement II :** A ratio scale has all the properties of an interval scale but also includes an absolute zero point.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

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(D) Ratio scale

**65.** Arrange the following scales of measurement in increasing order of their properties (from least to most complex).
I. Interval
II. Ratio
III. Nominal
IV. Ordinal
Choose the correct sequence:
(A) III, IV, I, II
(B) III, I, IV, II
(C) I, III, II, IV
(D) II, IV, I, III

**66.** The ethical principle of 'Anonymity' means that:
(A) The researcher does not know the identity of the participants.
(B) The researcher knows the identity but promises not to disclose it.
(C) Participants are not told the true purpose of the study.
(D) The research findings are published without the author's name.

**67.** Given below are two statements.
**Statement I :** Plagiarism is considered a serious ethical violation in research.
**Statement II :** A bibliography and a reference list are the same and serve identical purposes.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**68.** What is the fundamental difference between 'Methodology' and 'Method'?
(A) Method is qualitative, while Methodology is quantitative.
(B) Method and Methodology are terms exclusive to natural sciences.
(C) There is no fundamental difference; the terms are interchangeable.
(D) Methodology provides the rationale for the choice of methods.

**69.** In the context of research, what does 'Validation' primarily refer to?
(A) The process of getting a research proposal approved.
(B) The process of checking the accuracy of the collected data.
(C) The process of testing a hypothesis against empirical evidence.
(D) The process of peer-reviewing a research report.

**70.** Read the following statements about 'Report Writing' carefully.
a. A clear statement of the research problem.
b. A detailed description of the research methodology.
c. A presentation and analysis of the findings.
d. A personal diary of the researcher's feelings during the study.
Which of the above statement(s) is/are correct?
(A) a and b only
(B) a, b and c only
(C) c and d only
(D) a, b, c and d

**71.** The 'role of research in theory-building' can be best described as a process where research:
(A) Always generates brand new theories from scratch.
(B) Proves that a single theory is sufficient for all social phenomena.
(C) Functions independently of any theoretical framework.
(D) Can lead to initiation, reformulation, and clarification of theory.

**72.** A researcher wants to study a rare and hard-to-reach population (e.g., homeless individuals). They start with a few known individuals and ask them to refer others. This sampling technique is known as:
(A) Snowball Sampling
(B) Cluster Sampling
(C) Quota Sampling
(D) Simple Random Sampling

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**73.** The final chapter of a research report is typically the:
(A) Introduction
(B) Review of Literature
(C) Conclusion and Suggestions
(D) Methodology

**74.** A team of social scientists is commissioned to evaluate the effectiveness of a government-

personal beliefs should not distort the findings.
b. The choice of a research topic can be influenced by a researcher's values.
c. Facts are objective statements, while values are subjective judgments.
d. It is impossible for a researcher to have any values.
e. Research should exclusively focus on values and ignore facts.

Which of the above statement(s) is/are correct?
(A) a, d, and e only
(B) a, b, and c only
(C) c, d, and e only
(D) b and d only

**56.** In the context of the scientific method, what does 'empirical' mean?
(A) Based on observation and experience.
(B) Based on logical argument and deduction.
(C) Based on traditional beliefs and authority.
(D) Based on philosophical speculation.

**57.** Given below are two statements.
**Statement I :** A method is a technique for gathering evidence.
**Statement II :** A methodology is a theory of how inquiry should proceed.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**58.** Which of the following best captures the significance of social science research for policy-making?
(A) It offers evidence-based insights to inform policy development.
(B) It provides anecdotes that politicians can use in speeches.
(C) It generates absolute laws that dictate policy.
(D) It confirms the pre-existing beliefs of policymakers.

**59.** The primary aim of 'Exploratory Research' is to:
(A) Test a specific, well-formulated hypothesis.
(B) Describe the characteristics of a population with precision.
(C) Determine the causal relationship between two variables.
(D) Gain familiarity with a phenomenon to achieve new insights.

**60.** Match the following items in List I with those in List II concerning research activities.
List I: (Activity)
P. Report Writing
Q. Sampling
R. Hypothesis Formulation
S. Data Collection
List II: (Purpose/Tool)
1. Using a Questionnaire
2. Creating a testable statement
3. Presenting the study's findings
4. Selecting a subset of the population
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-1, S-2
(C) P-3, Q-4, R-2, S-1
(D) P-4, Q-3, R-2, S-1

**61.** Which of the following is NOT a characteristic of a good hypothesis?
(A) It should be conceptually clear and specific.
(B) It should be empirically testable.
(C) It should be complex and ambiguous.
(D) It should be related to the existing body of theory.

**62.** When a researcher's presence and actions influence the behavior of the subjects being studied, it is a challenge related to which data collection method?
(A) Use of Library
(B) Questionnaire
(C) Observation
(D) Statistical Analysis

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**63.** Identify the incorrect pair from the following.
(A) Secondary Source - A video recording of an interview conducted by the researcher
(B) Primary Source - An autobiography
(C) Secondary Source - A textbook on research methods
(D) Primary Source - Data from a survey conducted by the researcher

**64.** A researcher gives jersey numbers to football players: 1, 2, 3, etc. These numbers are on a/an:
(A) Ordinal scale
(B) Nominal scale
(C) Interval scale

**45.** Read the following statements carefully.
a. Use of Library
b. Observation
c. Questionnaire
d. Use of Internet for accessing published reports
Which of the above are considered primary methods of data collection?
(A) a and d only
(B) b and c only
(C) a, b and c only
(D) b, c and d only

**46.** The acronym SPSS, widely used in social science research, stands for:
(A) Social Psychology Software System
(B) System for Processing Social Surveys
(C) Software for Public Sociology Studies
(D) Statistical Package for the Social Sciences

**47.** In research ethics, 'Informed Consent' means:
(A) Participants are informed about the study before agreeing to participate.
(B) The researcher has consent from their university to conduct the study.
(C) Participants are paid for their time.
(D) The researcher informs the participants of the results after the study.

**48.** Identify the incorrect statement about citation patterns.
(A) They provide the evidence for the researcher's claims.
(B) Consistent use of a specific citation style (e.g., APA, MLA) is unimportant.
(C) They give credit to the original authors of ideas and works.
(D) They help readers locate the sources for further reading.

**49.** A detailed account of the entire research process, including methodology, findings, and conclusions, is presented in the:
(A) Research proposal
(B) Research report
(C) Research design
(D) Hypothesis

**50.** Given below are two statements: one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** Complete objectivity in social science research is an ideal that is difficult to achieve in practice.
**Reason (R) :** The researcher is a part of the social world they are studying, and their own values and background can influence the research process.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**51.** "A framework for every stage of the collection and analysis of data" is a definition of:
(A) Research Problem
(B) Research Hypothesis
(C) Research Design
(D) Research Method

**52.** A researcher divides the population into subgroups (e.g., by gender, age) and then draws a random sample from each subgroup. This technique is called:
(A) Simple Random Sampling
(B) Convenience Sampling
(C) Snowball Sampling
(D) Stratified Random Sampling

**53.** The process of assigning numerals to objects or events according to rules is known as:
(A) Data analysis
(B) Hypothesis testing
(C) Measurement
(D) Sampling

**54.** A researcher wants to write a literature review for their study on student activism. What would be the most efficient initial resources to use?
(A) Conducting interviews with current students.
(B) Using library databases and the internet to find existing scholarly articles.
(C) Administering a new survey on activism.
(D) Observing a student protest.

**55.** Read the following statements carefully regarding the relationship between facts and values in research.
a. Research should be value-free, meaning

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run poverty alleviation program in a specific district. Their research, which aims to provide immediate recommendations for improving the program, is an example of:
(A) Action Research
(B) Fundamental Research
(C) Philosophical Research
(D) Historical Research

**75.** Given below are two statements: one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** The use of computers, such as with SPSS, has revolutionized social science research.
**Reason (R) :** Computers allow for the rapid and accurate analysis of large datasets, which would be extremely time-consuming or impossible to do manually.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**76.** Which of the following is an example of a primary source for a historical researcher?
(A) A modern textbook about the historical period.
(B) A personal diary written by an individual during the historical period.
(C) A documentary film made 50 years after the event.
(D) A scholarly article analyzing the historical event.

**77.** An open-ended question in a questionnaire is one that:
(A) Provides a fixed set of response options (e.g., Yes/No).
(B) Can only be answered by a specific demographic group.
(C) Allows the respondent to answer in their own words.
(D) Is placed at the very beginning of the questionnaire.

**78.** Which of the following statements about 'Objectivity' in social research is the most accurate?
(A) It is easily and perfectly achievable by any trained researcher.
(B) It means the research is free from all theoretical perspectives.
(C) It is only relevant for quantitative research, not qualitative research.
(D) It is a goal researchers strive for by controlling their biases.

**79.** The list of all units in the population from which a sample is selected is called the:
(A) Sampling frame
(B) Sample size
(C) Sampling design
(D) Sampling unit

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**80.** Read the following statements carefully regarding potential ethical issues in social science research.
a. Coercion of participants.
b. Deception about the nature of the study.
c. Violation of confidentiality.
d. Falsification of data.
e. Accurate reporting of negative findings.
Which of the above statement(s) is/are correct?
(A) a, b, c, and d only
(B) a, b, and e only
(C) c, d, and e only
(D) a, b, c, d, and e

**81.** A research that aims to describe a particular situation, event, or group is known as:
(A) Exploratory research
(B) Descriptive research
(C) Explanatory research
(D) Experimental research

**82.** Given below are two statements.
**Statement I :** A hypothesis is a definitive answer to the research question.
**Statement II :** A null hypothesis ($H_0$) proposes that there is no statistical significance in a set of given observations.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is false, but Statement II is true.
(D) Statement I is true, but Statement II is false.

**83.** The main difference between an interview and a questionnaire is:

(A) A questionnaire is used for qualitative data while an interview is not.
(B) A questionnaire always has a higher response rate than an interview.
(C) An interview is oral administration while a questionnaire is written.
(D) An interview can only be conducted with one person at a time.

**84.** The use of library and internet is crucial for which part of the research process?
(A) Administering a survey to participants online.
(B) Analyzing quantitative data using cloud-based software.
(C) Selection of the most appropriate research design.
(D) Conducting a literature review to identify gaps in knowledge.

**85.** Match the following items in List I with those in List II regarding sampling techniques.
List I: (Sampling Technique)
P. Convenience Sampling
Q. Purposive Sampling
R. Cluster Sampling
S. Stratified Sampling
List II: (Description)
1. Population is divided into strata, and random samples are drawn from each stratum.
2. Selecting cases based on the researcher's judgment about which are most useful or representative.
3. Selecting cases that are easily accessible to the researcher.
4. Population is divided into groups (clusters), and a random sample of these clusters is selected.
(A) P-3, Q-2, R-4, S-1
(B) P-1, Q-2, R-3, S-4
(C) P-3, Q-4, R-1, S-2
(D) P-2, Q-1, R-4, S-3

**86.** When a researcher participates in the daily life of the people under study, either overtly or covertly, it is called:
(A) Non-participant observation
(B) Participant observation
(C) Structured observation
(D) Mechanical observation

**87.** Which of the following is an example of a ratio scale of measurement?
(A) Gender (Male, Female)
(B) Socio-economic status (Low, Middle, High)
(C) Temperature in Celsius
(D) Income in Rupees

**88.** The introduction section of a research report should:
(A) Set context, state the problem, and outline objectives.
(B) Provide a detailed breakdown of the statistical analysis.
(C) Present the main findings and results of the study.
(D) List all the references cited in the report.

**89.** A researcher studying the impact of social media on political opinions is careful not to let their own political views influence the interpretation of the data. This is an attempt to ensure:
(A) Sampling error
(B) A high response rate
(C) Objectivity
(D) A complex hypothesis

**90.** Consider the cause and effect:
Cause: A researcher wants to ensure that findings from a sample can be generalized to the wider population.
Effect: The researcher uses a probability sampling technique.
This relationship highlights the importance of sampling for:
(A) External validity
(B) Ethical compliance
(C) Ease of data collection
(D) Report writing

**91.** Which of the following is NOT a source of a research problem?
(A) Existing theories and literature
(B) Practical problems in society
(C) Personal experiences and observations
(D) The final conclusion of the research itself

**92.** The 'Scientific Method' is characterized by all the following EXCEPT:
(A) Reliance on empirical and measurable evidence.
(B) Commitment to subjective and personal

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beliefs.
(C) Use of systematic procedures and principles.
(D) The formulation and testing of hypotheses.

**93.** The difference between research 'Methodology' and 'Method' can be analogized as the difference between:
(A) A car and its driver
(B) A recipe and the act of cooking
(C) A map and a specific path taken
(D) A building and its bricks

**94.** A research study that is designed to determine the relationship between two or more variables is called:
(A) Historical research
(B) Case study research
(C) Ethnographic research
(D) Correlational research

**95.** Read the following statements regarding the interview method.
a. It is the cheapest method of data collection.
b. It allows for probing and clarification of answers.
c. It is suitable for collecting data from illiterate respondents.
d. It typically has a higher response rate than mail questionnaires.
Which of the above statement(s) is/are correct?
(A) a and b only
(B) b, c and d only
(C) a, c and d only
(D) a, b, c and d

**96.** What is the role of a null hypothesis in research?
(A) It is the hypothesis the researcher hopes to prove.
(B) It serves as a benchmark against which the alternative hypothesis is tested.
(C) It is formulated after the data is analyzed.
(D) It is only used in qualitative research.

**97.** The use of SPSS in social science research primarily facilitates:
(A) Qualitative data analysis
(B) Quantitative data analysis
(C) The formulation of the research problem
(D) The writing of the literature review

**98.** A researcher ensures that participants cannot be identified from their responses by anyone, including the researcher. This is an example of:
(A) Anonymity
(B) Confidentiality
(C) Informed consent
(D) Debriefing

**99.** A list of sources that have been cited in the body of the research report is called a:
(A) Bibliography
(B) Appendix
(C) Reference List
(D) Glossary

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**100.** Given below are two statements: one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** The selection of an appropriate research design is crucial for the validity of the research findings.
**Reason (R) :** The research design provides the overall structure and strategy for answering the research questions.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**101.** The key distinction between primary and secondary sources lies in:
(A) The reliability of the information.
(B) The format of the data (print vs. digital).
(C) The originality of the data relative to the researcher.
(D) The age of the data.

**102.** A researcher is studying the organizational culture of a company by spending six months working there as an employee to gain an insider's perspective. This is a form of:
(A) Structured Interview
(B) Participant Observation
(C) Survey Research
(D) Secondary Data Analysis

**103.** In a questionnaire, a question like "Do you support the new, beneficial education policy?" is problematic because it is:

(A) An open-ended question
(B) A double-barreled question
(C) A demographic question
(D) A leading question

**104.** Which sampling method is a type of non-probability sampling?
(A) Quota Sampling
(B) Systematic Sampling
(C) Simple Random Sampling
(D) Stratified Sampling

**105.** Read the following statements regarding the use of computers in social science research.
a. Computers can assist in literature searches.
b. Software like SPSS is used for statistical analysis.
c. Computers can be used to administer surveys.
d. Computers completely eliminate researcher bias.
e. Computers can help in formatting reports and citations.
Which of the above statement(s) is/are correct?
(A) a, b, d and e only
(B) a, b, c, and e only
(C) c, d, and e only
(D) a, b, c, d, and e

**106.** A hypothesis that specifies a direction of the relationship (e.g., "higher income leads to higher life satisfaction") is called:
(A) A directional hypothesis
(B) A non-directional hypothesis
(C) A null hypothesis
(D) A meta-hypothesis

**107.** Given below are two statements.
**Statement I :** Facts in social research are always easy to establish and are not subject to interpretation.
**Statement II :** Values can influence the research process, particularly in the selection of a research topic and interpretation of findings.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is false, but Statement II is true.
(D) Statement I is true, but Statement II is false.

**108.** The main purpose of research is to:
(A) Prove personal opinions.
(B) Generate new knowledge and understanding.
(C) Compile facts without analysis.
(D) Win arguments.

**109.** Which of the following is NOT a type of research?
(A) Descriptive
(B) Exploratory
(C) Prejudiced
(D) Explanatory

**110.** Match the following items in List I with those in List II regarding research terms.
List I: (Research Term)
P. Research Problem
Q. Secondary Source
R. Report Writing
S. Ethics of Research
List II: (Definition)
1. A previously published academic study
2. The formal presentation of the research process and results
3. Moral principles guiding research conduct
4. An area of concern or a gap in knowledge that the researcher aims to address
(A) P-1, Q-3, R-2, S-4
(B) P-4, Q-1, R-3, S-2
(C) P-4, Q-1, R-2, S-3
(D) P-2, Q-4, R-1, S-3

**111.** "Validation of Hypothesis" is a process that relies heavily on:
(A) The analysis of empirical data.
(B) The researcher's intuition.
(C) The length of the research report.
(D) The opinion of the general public.

**112.** A researcher wants to understand the experiences of refugees in a camp. They need rich, detailed, narrative data. Which method would be best?
(A) A multiple-choice questionnaire sent by mail.
(B) In-depth, semi-structured interviews.
(C) Analysis of national immigration statistics.
(D) A structured observation checklist.

**113.** An 'Interview schedule' is a tool used in which method of data collection?

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(A) Observation
(B) Interview
(C) Questionnaire
(D) Library research

**114.** The use of the internet for research is advantageous because it provides quick access to information. However, a major challenge is:
(A) Assessing the credibility of sources.
(B) The lack of any useful information.
(C) The high cost of search engines.
(D) The slow speed of retrieval.

**115.** Arrange the typical sections of a research report in chronological order.
I. Methodology
II. Introduction
III. Findings/Results
IV. Bibliography
V. Conclusion
Choose the correct sequence:
(A) II, III, I, V, IV
(B) II, I, III, V, IV
(C) I, II, III, V, IV
(D) II, I, V, III, IV

**116.** A 'population' in research refers to:
(A) The specific group of individuals the researcher collects data from.
(B) The group of individuals in a specific district.
(C) The people in a specific country.
(D) The entire group of individuals that the researcher is studying.

**117.** Which scale of measurement only categorizes variables without any order?
(A) Ordinal
(B) Interval
(C) Nominal
(D) Ratio

**118.** What is the main purpose of using a citation pattern in academic writing?
(A) To make the text look more academic.
(B) To credit others and avoid plagiarism.
(C) To increase the word count of the report.
(D) To provide a summary of the sources used.

**119.** A 'bibliography' differs from a 'reference list' in that a bibliography may:
(A) Only include sources that were directly cited in the text.
(B) Be placed at the beginning of the report.
(C) List researchers who were not consulted.
(D) Include sources consulted but not cited.

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**120.** Read the following statements about 'Objectivity in Social Research' carefully.
a. It means the findings are based on evidence, not personal opinion.
b. It is a guiding principle for researchers to strive for.
c. The researcher's background and values can pose challenges to objectivity.
d. Using quantitative methods guarantees complete objectivity.
Which of the above statement(s) is/are correct?
(A) d only
(B) a and d only
(C) a, b and c only
(D) a, b, c and d

**121.** The systematic process of collecting and analyzing information to increase our understanding of a phenomenon is:
(A) Opinion
(B) Belief
(C) Research
(D) Common sense

**122.** Given below are two statements.
**Statement I :** The scientific method is a rigid, unchangeable set of rules that must be followed in exactly the same way in all research.
**Statement II :** The scientific method in social sciences involves systematic observation, measurement, and the testing of hypotheses.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is false, but Statement II is true.
(D) Statement I is true, but Statement II is false.

**123.** A researcher studies the relationship between hours of study and exam scores to determine if one causes the other. This is an example of:
(A) Descriptive research
(B) Exploratory research
(C) Historical research
(D) Explanatory research

**124.** The first step in the research process is:
(A) Collecting data
(B) Identifying a research problem
(C) Analyzing data
(D) Writing the report

**125.** Given below are two statements: one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** A hypothesis must be testable.
**Reason (R) :** If a hypothesis cannot be tested against empirical evidence, it remains a speculation and cannot be scientifically validated or refuted.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**126.** Which type of observation involves the researcher observing from a distance without getting involved in the group's activities?
(A) Participant Observation
(B) Covert Observation
(C) Unstructured Observation
(D) Non-participant Observation

**127.** A question in a survey asks, "How satisfied are you with the university's library and computer lab facilities?" This is a poor question because it is:
(A) A double-barreled question
(B) Too specific
(C) A leading question
(D) An open-ended question

**128.** If a researcher selects every 10th person from a list of the population, what sampling technique is being used?
(A) Simple Random Sampling
(B) Systematic Sampling
(C) Stratified Sampling
(D) Cluster Sampling

**129.** Temperature measured in Fahrenheit or Celsius is an example of which scale of measurement?
(A) Nominal
(B) Interval
(C) Ordinal
(D) Ratio

**130.** Read the following statements regarding methods of data collection in social science research.
a. Observation
b. Questionnaire
c. Interview
d. Intuitive guessing
e. Use of Library and Internet for accessing sources
Which of the above statement(s) is/are correct?
(A) a, b, and d only
(B) a, b, c, and e only
(C) d and e only
(D) a, b, c, d, and e

**131.** The term 'Methodology' refers to:
(A) The specific techniques used to collect data.
(B) The analysis of data using statistical software.
(C) The overall approach and rationale of the process.
(D) The final written report of a study.

**132.** The influence of a researcher's personal beliefs on the interpretation of data is a problem related to:
(A) Sampling
(B) Research design
(C) Report writing
(D) Objectivity

**133.** Research that is conducted to solve a specific, practical problem is called:
(A) Basic Research
(B) Conceptual Research
(C) Applied Research
(D) Theoretical Research

**134.** "A tentative statement or a testable conjecture about the relationship between two or more variables" is a definition of a:
(A) Research problem
(B) Hypothesis
(C) Research design
(D) Theory

**135.** Match the following items in List I with those in List II regarding measurement scales.
List I: (Scale of Measurement)

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P. Nominal
Q. Ordinal
R. Interval
S. Ratio

List II: (Example)
1. Temperature in Kelvin
2. Ranking of students (1st, 2nd, 3rd)
3. Country of birth
4. IQ Score

(A) P-1, Q-4, R-2, S-3
(B) P-3, Q-2, R-1, S-4
(C) P-3, Q-2, R-4, S-1
(D) P-2, Q-3, R-4, S-1

**136.** Which of the following is an example of a secondary data source?
(A) A government census report.
(B) A focus group discussion conducted by the researcher.
(C) A completed questionnaire from a survey you ran.
(D) A transcript of an interview you conducted.

**137.** Which of the following is a disadvantage of a structured interview?
(A) It is difficult to compare responses.
(B) It requires highly skilled interviewers.
(C) It does not allow for flexibility or probing.
(D) The data analysis is very complex.

**138.** The process of using a sample to make inferences about a larger population is called:
(A) Generalization
(B) Abstraction
(C) Deduction
(D) Specification

**139.** In research ethics, what does 'confidentiality' mean?
(A) The researcher does not know the identity of the participants.
(B) The participants are not informed about the study's purpose.
(C) The data is fictional and not based on real people.
(D) The researcher knows identities but keeps them private.

**140.** Consider the cause and effect:
Cause: A researcher wants to build upon existing knowledge and avoid duplicating work already done.
Effect: The researcher conducts a thorough literature review using the library and internet.
This demonstrates the importance of reviewing sources for:
(A) Plagiarizing ideas.
(B) Finding the context and foundation for new research.
(C) Finding participants for the study.
(D) Analyzing primary data.

**141.** The abstract of a research report is a:
(A) Detailed description of the methodology.
(B) List of all references used.
(C) Concise summary of the entire study.
(D) Personal reflection by the researcher.

**142.** Given below are two statements.
**Statement I :** Values have no role to play at any stage of the research process.
**Statement II :** The choice of a research problem is often influenced by the researcher's values and interests.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is false, but Statement II is true.
(D) Statement I is true, but Statement II is false.

**143.** Which type of research is most concerned with establishing cause-and-effect relationships?
(A) Experimental research
(B) Descriptive research
(C) Correlational research
(D) Exploratory research

**144.** A good research problem should be 'feasible', which means:
(A) It must be a very popular topic.
(B) It is solvable within available resources and time.
(C) It must be approved by a government agency.
(D) It must be extremely difficult and complex.

**145.** Read the following statements regarding 'Sampling Techniques' carefully.
a. Probability sampling allows for generalization to the population.
b. Non-probability sampling is often used in qualitative research.

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c. Simple random sampling is a type of non-probability sampling.
d. Convenience sampling is chosen for its ease and accessibility.

Which of the above statement(s) is/are correct?
(A) a, b and d only
(B) a and c only
(C) b, c and d only
(D) a, b, c and d

**146.** A researcher observes a class through a one-way mirror. This is an example of:
(A) Covert, non-participant observation
(B) Participant observation
(C) An interview
(D) A questionnaire

**147.** A Likert scale, which asks respondents to indicate their level of agreement (e.g., Strongly Agree, Agree, Disagree), is an example of which scale of measurement?
(A) Nominal
(B) Interval
(C) Ordinal
(D) Ratio

**148.** The primary function of SPSS is to:
(A) Help researchers find a topic.
(B) Perform statistical calculations on data sets.
(C) Write and format the final research paper.
(D) Perform statistical calculations on data sets.

**149.** Falsifying or misrepresenting data to support a hypothesis is a serious breach of research ethics known as:
(A) Plagiarism
(B) Deception
(C) Fabrication
(D) Coercion

**150.** Given below are two statements: one is labelled as Assertion (A) and the other is labelled as Reason (R).

**Assertion (A) :** A well-structured report is essential for communicating research findings effectively.

**Reason (R) :** A logical and clear structure helps the reader to understand the research process and the significance of the results.

(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**151.** 'Methodology' is concerned with the 'why' of the research process, while 'Method' is concerned with the:
(A) 'Who'
(B) 'When'
(C) 'Where'
(D) 'How'

**152.** A market researcher wants to quickly gauge public opinion on a new product. They stand in a shopping mall and survey people who walk by. This is an example of which sampling technique?
(A) Convenience Sampling
(B) Stratified Random Sampling
(C) Simple Random Sampling
(D) Systematic Sampling

**153.** The relationship between theory and research is best described as:
(A) One-way, where theory dictates research.
(B) One-way, where research dictates theory.
(C) Two-way and cyclical.
(D) Non-existent.

**154.** The core principle of the scientific method is:
(A) Systematic empiricism.
(B) Subjectivity and personal experience.
(C) Unquestioning faith in tradition.
(D) Creative speculation without evidence.

**155.** Read the following statements carefully regarding elements of 'Research Design'.
a. A statement of the research problem.
b. Procedures for data collection.
c. A plan for data analysis.
d. The final conclusions of the study.
e. A plan for sampling.

Which of the above statement(s) is/are correct?
(A) a, d, and e only
(B) a, b, c, and e only
(C) d and e only
(D) a, b, c, d, and e

**156.** In hypothesis testing, what is an 'alternative hypothesis' ($H_1$)?

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(A) It is the same as the null hypothesis.
(B) It is the statement the researcher tries to support.
(C) It states that there is no relationship between variables.
(D) It is a hypothesis that has already been proven.

**157.** Which of the following is NOT a primary source of data?
(A) A video recording of a live event.
(B) A transcript of an interview you conducted.
(C) An article in a newspaper reporting on a scientific study.
(D) A fossil discovered by an archaeologist.

**158.** The main advantage of a structured observation over an unstructured one is:
(A) It is more flexible.
(B) It captures unexpected events more effectively.
(C) It provides a deeper understanding of the context.
(D) It is easier to record and compare data systematically.

**159.** The 'use of library' is most critical for:
(A) Conducting a literature review and finding secondary sources.
(B) Analyzing statistical data.
(C) Interviewing participants in a quiet setting.
(D) Writing the final report without distractions.

**160.** Match the following items in List I with those in List II regarding ethical issues.
List I: (Ethical Issue)
P. Plagiarism
Q. Fabrication
R. Informed Consent
S. Confidentiality
List II: (Description)
1. Inventing data or results.
2. Protecting the identity of participants from public disclosure.
3. Using someone else's work without giving credit.
4. Ensuring participants voluntarily agree to be in the study based on full information.
(A) P-3, Q-1, R-4, S-2
(B) P-1, Q-3, R-2, S-4
(C) P-3, Q-4, R-1, S-2
(D) P-2, Q-1, R-4, S-3

**161.** What part of the research report provides a brief overview of the research problem, methods, key findings, and conclusions?
(A) The Appendix
(B) The Abstract
(C) The Introduction
(D) The Bibliography

**162.** Given below are two statements.
**Statement I :** Research methodology is a way to systematically solve a research problem.
**Statement II :** Research methods are the various procedures and techniques used in research.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**163.** The struggle to prevent personal biases from influencing research is a challenge of maintaining:
(A) Significance
(B) Feasibility
(C) Objectivity
(D) Originality

**164.** Research that leads to the development of a new theory is a key example of:
(A) The validation of a null hypothesis.
(B) The selection of a sampling technique.
(C) The ethics of research.
(D) The role of research in theory-building.

**165.** Arrange the following sampling techniques from non-probability to probability types.
I. Simple Random Sampling
II. Quota Sampling
III. Convenience Sampling
IV. Stratified Random Sampling
Choose the correct grouping:
(A) (I, II) are non-probability, (III, IV) are probability
(B) (II, III) are non-probability, (I, IV) are probability
(C) (I, III) are non-probability, (II, IV) are probability
(D) (III, IV) are non-probability, (I, II) are probability

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(C) Ordinal
(D) Interval

**209.** Using computer software for data analysis in social science research is beneficial because it:
(A) Can interpret the social meaning of the results for the researcher.
(B) Reduces the chance of calculation errors and saves time.
(C) Formulates the research hypothesis automatically.
(D) Eliminates all ethical concerns from the research.

**210.** Match the following items in List I with those in List II regarding research report sections.
List I: (Section of Report)
P. Introduction
Q. Methodology
R. Findings
S. Bibliography
List II: (Content)
1. Description of how data was collected and analyzed.
2. Presentation of results, often with tables and charts.
3. List of all sources consulted.
4. Statement of the problem and research objectives.
(A) P-1, Q-2, R-3, S-4
(B) P-4, Q-1, R-3, S-2
(C) P-4, Q-1, R-2, S-3
(D) P-2, Q-4, R-1, S-3

**211.** Which of the following is NOT a significance of social science research?
(A) It helps in theory building.
(B) It helps in social welfare and development.
(C) It promotes a dogmatic and uncritical view of society.
(D) It provides inputs for social policy and planning.

**212.** A 'fact' in social research is a statement that is:
(A) Based on personal belief.
(B) A moral judgment.
(C) Universally agreed upon.
(D) Empirically verifiable.

**213.** The scientific method is an approach to acquiring knowledge that is characterized by:
(A) Reliance on intuition and revelation.
(B) Acceptance of authority without question.
(C) Systematic observation and experimentation.
(D) Adherence to tradition.

**214.** Which of the following is an incorrect statement regarding objectivity in research?
(A) Objectivity is the attempt to minimize personal bias.
(B) Complete and absolute objectivity is easily achieved in social sciences.
(C) The researcher's values can threaten objectivity.
(D) Objectivity means that research should be value-free.

**215.** Arrange the following steps in validating a hypothesis in the correct order.
I. Collect data.
II. Formulate a hypothesis.
III. Analyze data to draw a conclusion about the hypothesis.
IV. Identify a research problem.
Choose the correct sequence:
(A) IV, II, I, III
(B) II, IV, I, III
(C) IV, I, II, III
(D) I, II, III, IV

**216.** A research design is essential because it:
(A) Provides a structure and plan for conducting the research.
(B) Guarantees the publication of the research.
(C) Is a substitute for data collection.
(D) Is the final step in the research process.

**217.** Given below are two statements.
**Statement I :** Primary data is data that has been collected by someone else for a different purpose.
**Statement II :** Secondary data is collected for the first time by the researcher to address their specific research question.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**218.** A major limitation of the interview method is that it can be:

(C) Experimental design
(D) Sequential design

**178.** What is 'plagiarism' in the context of research ethics?
(A) Presenting someone's work as one's own without citation.
(B) Inventing data to support a theory.
(C) Failing to obtain consent from participants.
(D) Refusing to share research data with other scholars.

**179.** A list of all sources that were consulted for a research project, whether cited or not, is a:
(A) Table of Contents
(B) Reference List
(C) Bibliography
(D) Index

**180.** Read the following statements carefully regarding 'research ethics'.
a. Gaining informed consent.
b. Ensuring participant anonymity or confidentiality.
c. Avoiding deception where possible.
d. Reporting findings accurately without fabrication.
e. Sharing research benefits with participants.
Which of the above statement(s) is/are correct?
(A) a and b only
(B) a, c, and d only
(C) c, d, and e only
(D) a, b, c, d, and e

**181.** The significance of social science research lies in its ability to:
(A) Provide absolute and final answers to all social questions.
(B) Reinforce common sense without empirical testing.
(C) Generate reliable knowledge for understanding society.
(D) Focus exclusively on historical events without relevance.

**182.** Given below are two statements.
**Statement I :** In research, 'method' is a sub-part of 'methodology'.
**Statement II :** A research 'methodology' is not influenced by the research question.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**183.** "The systematic, empirical, and controlled investigation of hypothetical propositions about the presumed relations among natural phenomena" describes the:
(A) Report writing process
(B) Citation pattern
(C) Use of library
(D) Scientific method

**184.** A government agency wants to know the average income of households in a city to plan a new tax policy. They need a representative sample. Which sampling technique would be most appropriate?
(A) Stratified random sampling
(B) Snowball sampling
(C) Convenience sampling
(D) Purposive sampling

**185.** Match the following items in List I with those in List II regarding research steps.
List I: (Research Step)
P. Identification of Research Problem
Q. Data Collection
R. Data Analysis
S. Report Writing
List II: (Key Activity)
1. Using SPSS to run statistical tests.
2. Administering a questionnaire.
3. Writing the abstract and introduction.
4. Conducting a literature review to find a gap.
(A) P-1, Q-3, R-2, S-4
(B) P-4, Q-2, R-1, S-3
(C) P-4, Q-1, R-3, S-2
(D) P-2, Q-4, R-1, S-3

**186.** The process of testing a hypothesis to see if it's supported by evidence is called:
(A) Validation
(B) Formulation
(C) Postulation
(D) Narration

**187.** Which of the following is a key characteristic of a good Research Design?
(A) It must be rigid and inflexible.

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**166.** A research problem is considered 'novel' if it:
(A) Confirms what is already well-known.
(B) Adds new perspectives or information to existing knowledge.
(C) Is easy to solve with minimal effort.
(D) Is based on the researcher's personal opinions only.

**167.** A hypothesis can be defined as:
(A) A confirmed fact.
(B) A specific research method.
(C) A concluding summary.
(D) A testable prediction.

**168.** The primary difference between an 'interview' and a 'questionnaire' lies in the:
(A) Mode of administration (oral vs. written).
(B) Type of data collected.
(C) Number of questions asked.
(D) Ethical considerations involved.

**169.** Data collected by the researcher for the specific purpose of their study is known as:
(A) Secondary data
(B) Public data
(C) Primary data
(D) Archived data

**170.** Read the following statements carefully regarding the 'Scientific Method'.
a. It is based on empirical evidence.
b. It is systematic and logical.
c. It is self-correcting and open to modification.
d. It relies on personal intuition and unsubstantiated beliefs.
Which of the above statement(s) is/are correct?
(A) a and d only
(B) a, b and c only
(C) c and d only
(D) a, b, c and d

**171.** A major advantage of using the internet for accessing academic sources is:
(A) All information online is peer-reviewed and accurate.
(B) Rapid access to a vast range of journals, books, and reports.
(C) The complete absence of any subscription or access fees.
(D) Rapid access to a vast range of journals, books, and reports.

**172.** A 'sample' is a subset of the:
(A) Methodology
(B) Population
(C) Data
(D) Report

**173.** The ethical obligation to not harm your research participants is known as the principle of:
(A) Anonymity
(B) Informed consent
(C) Non-maleficence
(D) Justice

**174.** The section of a research report that describes how the study was conducted is the:
(A) Introduction
(B) Literature Review
(C) Appendices
(D) Methodology

**175.** Given below are two statements: one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** The use of a null hypothesis is a central part of the scientific method in statistical testing.
**Reason (R) :** It provides a clear statement that can be either rejected or not rejected based on empirical evidence, thus forming the basis for statistical decision-making.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

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**176.** Which of the following best distinguishes 'fact' from 'value' in a research context?
(A) Facts are quantitative; values are qualitative.
(B) Facts are objective; values are subjective and normative.
(C) Facts are used in science; values are used in humanities.
(D) Facts are unchanging; values change frequently.

**177.** A research design that involves collecting data at a single point in time is called:
(A) Longitudinal design
(B) Cross-sectional design

(D) The researcher must inform the authorities about the study.

**199.** What is the purpose of a citation in a research paper?
(A) To demonstrate the researcher's wide reading.
(B) To fill space and meet a word count requirement.
(C) To show that the researcher agrees with the cited author.
(D) To give credit and allow readers to find the source.

**200.** Given below are two statements: one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** The distinction between methodology and method is crucial for a researcher.
**Reason (R) :** Methodology deals with the philosophical assumptions and logic of inquiry, while method refers to the specific techniques used, and confusing the two can lead to a poorly designed study.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**201.** Which of the following is the primary role of research in theory-building?
(A) To prove theories are absolutely and universally true.
(B) To create theories without any need for data.
(C) To provide empirical grounding for theoretical concepts.
(D) To ensure all research is detached from theoretical concerns.

**202.** Given below are two statements.
**Statement I :** Objectivity requires the researcher to be completely free of all biases, which is fully achievable.
**Statement II :** Researchers can work towards objectivity by acknowledging and controlling for their personal values and biases.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is false, but Statement II is true.
(D) Statement I is true, but Statement II is false.

**203.** The first step in formulating a hypothesis is:
(A) Collecting the data.
(B) Analyzing the data.
(C) Writing the conclusion.
(D) Identifying the variables to be studied.

**204.** The blueprint or plan for a research study is known as the:
(A) Research hypothesis
(B) Research design
(C) Research problem
(D) Research report

**205.** Read the following statements carefully regarding methods of primary data collection.
a. Reading a textbook on the research topic.
b. Conducting an interview.
c. Analyzing a dataset from a government website.
d. Administering a questionnaire.
e. Observing a social interaction.
Which of the above statement(s) is/are correct?
(A) a, c, and e only
(B) b, d, and e only
(C) a, b, and c only
(D) c, d, and e only

**206.** A key advantage of observation as a data collection method is that it:
(A) Is always quick and easy to conduct.
(B) Is completely free from researcher bias.
(C) Does not require any interpretation.
(D) Allows researchers to study what people do, not what they say.

**207.** Which sampling technique involves selecting a sample based on the researcher's knowledge and judgment of who would be most useful?
(A) Purposive Sampling
(B) Convenience Sampling
(C) Simple Random Sampling
(D) Cluster Sampling

**208.** The weight of a person measured in kilograms is an example of which scale of measurement?
(A) Nominal
(B) Ratio

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(B) It is only necessary for quantitative studies.
(C) It is developed after the data has been collected.
(D) It should be appropriate and help minimize research bias.

**188.** A focus group is a form of:
(A) Questionnaire
(B) Group Interview
(C) Observation
(D) Secondary data

**189.** Which scale of measurement has ordered categories with equal intervals between them but no true zero?
(A) Nominal
(B) Ordinal
(C) Interval
(D) Ratio

**190.** What is a key advantage of using software like SPSS for data analysis?
(A) It eliminates the need for the researcher to understand statistics.
(B) It increases the speed and accuracy of complex calculations.
(C) It guarantees that the research findings will be significant.
(D) It increases the speed and accuracy of complex calculations.

**191.** The body of a research report should contain:
(A) Detailed presentation of methodology, data, analysis, and findings.
(B) Only the introduction.
(C) Only the bibliography.
(D) A one-paragraph summary of the study.

**192.** A researcher's choice to study the effects of poverty on education is likely influenced by their:
(A) Facts
(B) Values
(C) Methods
(D) Data

**193.** Which of the following is the best example of a null hypothesis?
(A) There is a positive correlation between exercise and mental well-being.
(B) There is no difference in job satisfaction between genders.
(C) Students who attend tutorials will perform better in exams.
(D) A new teaching method is more effective than the old one.

**194.** A case study is a type of research that involves:
(A) An in-depth investigation of a single individual, group, or event.
(B) A statistical analysis of a large population.
(C) The manipulation of variables in a controlled environment.
(D) A historical analysis of past events.

**195.** Read the following items carefully regarding sources of secondary data.
a. Government publications and census data.
b. Scholarly journals and books.
c. Data from a survey conducted by the researcher for the current study.
d. Records from archives and official documents.
Which of the above statement(s) is/are correct?
(A) a, b and d only
(B) a and c only
(C) c and d only
(D) a, b, c and d

**196.** The main problem with using convenience sampling is that:
(A) It is very expensive and time-consuming.
(B) It requires a complete list of the population.
(C) The data analysis is extremely complex.
(D) The sample is unlikely to be representative of the population.

**197.** Which of the following is an example of a nominal variable?
(A) Age in years
(B) Rank in a competition
(C) Eye color (blue, brown, green)
(D) Body temperature in degrees

**198.** An ethical guideline in research is to ensure 'informed consent'. This means:
(A) The researcher must have a degree in the subject.
(B) Participants must be fully informed before agreeing to take part.
(C) The research findings must be reported in an informed manner.

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(A) Prone to interviewer bias.
(B) Highly structured.
(C) Unsuitable for illiterate respondents.
(D) Difficult to analyze as quantitative.

**219.** The main purpose of sampling is to:
(A) Study every member of the population.
(B) Avoid data collection altogether.
(C) Increase the complexity of the research.
(D) Select a representative group from the population to study.

**220.** Read the following statements carefully regarding sampling techniques.
a. Simple Random Sampling
b. Snowball Sampling
c. Quota Sampling
d. Stratified Random Sampling
Which of the above are examples of non-probability sampling techniques?
(A) a and d only
(B) b and c only
(C) a, b and c only
(D) b, c and d only

**221.** Assigning codes to data to prepare it for computer analysis is part of the process of:
(A) Data collection
(B) Report writing
(C) Data analysis
(D) Hypothesis formulation

**222.** Which of the following is a key ethical consideration in research?
(A) Ensuring the findings support the hypothesis.
(B) Publishing the results as quickly as possible.
(C) Using the most expensive research methods.
(D) Protecting participants from harm.

**223.** A proper bibliography in a research report:
(A) Acknowledges the researcher's intellectual debts.
(B) Is optional for academic research.
(C) Should only include sources the researcher agrees with.
(D) Is a summary of the research findings.

**224.** The final stage of the research process is:
(A) Data analysis
(B) Report writing and dissemination
(C) Sample selection
(D) Problem identification

**225.** Given below are two statements: one is labelled as Assertion (A) and the other is labelled as Reason (R).
**Assertion (A) :** The use of the Internet has significantly impacted how researchers access information.
**Reason (R) :** However, researchers must be critically aware of the variable quality and potential bias of online sources.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

**226.** The term 'methodology' encompasses:
(A) The logic and principles that guide the choice of methods.
(B) Only the data collection tools.
(C) Only the statistical analysis techniques.
(D) The process of writing the bibliography.

**227.** Research contributes to theory-building by:
(A) Ignoring all existing theories.
(B) Focusing only on practical problems with no theoretical relevance.
(C) Providing facts that can support or challenge propositions.
(D) Proving theories to be absolute laws.

**228.** Which of the following is NOT a type of research classification?
(A) Exploratory
(B) Descriptive
(C) Explanatory
(D) Dogmatic

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**229.** A good hypothesis should be all of the following EXCEPT:
(A) Testable
(B) Clear and precise
(C) Based on a moral judgment
(D) Related to a body of theory

**230.** Read the following statements carefully regarding data collection.
a. Observation involves watching and

recording behavior.
b. A questionnaire is a list of written questions.
c. An interview is a verbal exchange of information.
d. Secondary data includes information from published books and journals.
e. Primary data collection is always cheaper and faster than secondary data collection.

Which of the above statement(s) is/are correct?
(A) a, b, and e only
(B) c, d, and e only
(C) a, b, c, and d only
(D) a, b, c, d, and e

**231.** A 'sampling frame' is:
(A) The outline of the sample size.
(B) The theoretical framework of sampling.
(C) The physical boundary of the research area.
(D) The list of all population units from which a sample is drawn.

**232.** Given below are two statements.
**Statement I :** An ordinal scale indicates order but not the exact distance between the ranks.
**Statement II :** A ratio scale has a true zero point, making ratio comparisons meaningful.
Which of the following is correct?
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

**233.** SPSS is a tool that would be used during which phase of research?
(A) Identification of Research Problem
(B) Report Writing
(C) Analysis of Data
(D) Use of Library

**234.** Debriefing participants at the end of a study is an ethical practice, especially when _____ was used.
(A) deception
(B) informed consent
(C) anonymity
(D) a large sample

**235.** Match the following items in List I with those in List II regarding research concepts.
List I: (Term)
P. Null Hypothesis
Q. Objectivity
R. Primary Data
S. Research Design
List II: (Related Concept)
1. Data collected for the first time
2. Blueprint of the research
3. Statement of no effect or no difference
4. Minimizing researcher bias
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-1, S-2
(C) P-3, Q-1, R-4, S-2
(D) P-2, Q-3, R-1, S-4

**236.** A social scientist examining government records and historical documents is using:
(A) Primary sources
(B) Secondary sources
(C) Observation
(D) Interviews

**237.** The 'scientific method' is a process that is:
(A) Linear and rigid
(B) Subjective and intuitive
(C) Cyclical and self-correcting
(D) Based on tradition

**238.** In research, facts and values are related in that:
(A) They are the same thing.
(B) Research should ignore facts and focus only on values.
(C) Values can be empirically proven in the same way as facts.
(D) Research is fact-based, but interpretation is influenced by values.

**239.** The most significant benefit of Social Science Research is that it:
(A) Provides a systematic and evidence-based view of social life.
(B) Confirms popular beliefs.
(C) Gives researchers a career.
(D) Creates complex social problems.

**240.** Consider the cause and effect:
Cause: A researcher formulates a hypothesis stating "there is a relationship between social media use and political polarization."
Effect: The researcher then designs a study to collect data on social media habits and political views to test this statement.
This entire process is central to:

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(A) Report writing
(B) The scientific method
(C) Bibliography compilation
(D) Ethical review

**241.** A research problem's 'significance' refers to its:
(A) Ease of investigation.
(B) Potential contribution to knowledge or practice.
(C) Popularity among the public.
(D) Cost of research.

**242.** In a research report, the methodology section should describe:
(A) The procedures used to conduct the research.
(B) The findings of the study.
(C) The gaps in the existing literature.
(D) The conclusions and recommendations.

**243.** Which of the following is NOT a scale of measurement?
(A) Nominal
(B) Ordinal
(C) Proportional
(D) Ratio

**244.** A researcher is studying a sensitive topic like domestic violence and wants to ensure participants feel safe. Which data collection method should they prioritize?
(A) A public online survey with names required.
(B) A group interview with other participants.
(C) Analysis of public police reports only.
(D) A confidential, in-depth, one-on-one interview in private.

**245.** Read the following statements regarding data types carefully.
a. Primary data is original data collected by the researcher.
b. Secondary data is data collected by others.
c. An interview transcript is an example of primary data.
d. A published journal article is an example of secondary data.
Which of the above statement(s) is/are correct?
(A) a and b only
(B) c and d only
(C) a, c and d only
(D) a, b, c and d

**246.** In the context of the ethics of research, 'fabrication' refers to:
(A) Using another person's work without credit.
(B) Making up data or results.
(C) Failing to protect a participant's identity.
(D) Coercing someone to participate in a study.

**247.** The last part of a research report is typically the:
(A) Introduction
(B) Data Analysis
(C) Methodology
(D) Appendices and Bibliography

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**248.** The primary purpose of a 'null hypothesis' is to:
(A) Be subjected to statistical testing for rejection.
(B) Be proven correct by the researcher.
(C) Summarize the research findings.
(D) Act as the main research question.

**249.** When a research finding can be applied to a larger group than the one studied, the study is said to have high:
(A) Internal validity
(B) Objectivity
(C) Generalizability
(D) Reliability

**250.** Read the following statements regarding good social science research carefully.
a. It is systematic.
b. It is based on logical reasoning.
c. It is empirical and evidence-based.
d. It is value-neutral in its reporting of facts.
e. It always produces results that were expected.
Which of the above statement(s) is/are correct?
(A) a, b, c, and d only
(B) a, c, and e only
(C) c, d, and e only
(D) a, b, c, d, and e

**Direction :** Please read the following source carefully.

*Social science research is a systematic endeavour aimed at understanding the complexities of human society, behaviour, and institutions. Its significance lies in its capacity to generate reliable knowledge that can inform public policy, challenge common-sense assumptions, and contribute to social development and welfare. It*

**275.** The process of conducting research is designed to gather evidence to:
(A) Prove the null-hypothesis is definitively true.
(B) Confirm the researcher's personal biases.
(C) Test and potentially reject the null-hypothesis.
(D) Avoid stating an alternative hypothesis.

**Direction :** Please read the following source carefully.

*A research design is the comprehensive blueprint or strategic plan that guides a research project from its conception to its final analysis. It is a logical and systematic framework that ensures the research questions are addressed effectively and credibly. The primary purpose of a research design is to structure the research in a way that minimizes potential errors and maximizes the reliability and validity of the evidence collected. It serves as a bridge between the research problem and the empirical activities of data collection and analysis. Key decisions embedded within a research design include the type of study (e.g., experimental, correlational, descriptive), the unit of analysis, the sampling strategy, the methods for data collection, and the plan for data analysis. A well-constructed research design also plays a crucial role in the validation of hypotheses. By carefully planning how variables will be measured and controlled, the design allows the researcher to systematically test the hypotheses and draw confident conclusions about the relationships between variables. For example, an experimental design allows for strong causal inferences by manipulating an independent variable and controlling for extraneous factors, thus providing a robust test of a causal hypothesis. The choice of a specific research design depends heavily on the nature of the research problem and the stated hypotheses.*

Based on the above source, attempt the following five questions.

**276.** What is the most accurate description of a research design?
(A) A strategic plan or blueprint for conducting the research.
(B) A list of sources for the literature review.
(C) A summary of the final research findings.
(D) The specific statistical software used for analysis.

**277.** According to the passage, the main purpose of a research design is to:
(A) Ensure the research topic is popular and well-funded.
(B) Guarantee that the null-hypothesis will be rejected.
(C) Simplify the research problem into a single question.
(D) Structure the study to maximize reliability and validity.

**278.** The passage describes the research design as a bridge between which two elements of a study?
(A) The researcher's personal bias and the objective facts.
(B) The research problem and the empirical data collection/analysis.
(C) The introduction and the conclusion of the final report.
(D) The primary data and the secondary data.

**279.** How does a research design contribute to the validation of hypotheses?
(A) By guaranteeing that the hypothesis will be proven correct.
(B) By selecting hypotheses that are easy to validate.
(C) By providing a systematic plan for measuring and controlling variables to test relationships.
(D) By ignoring any evidence that contradicts the hypothesis.

**280.** The choice of a specific research design is primarily dependent on:
(A) The researcher's personal preference for a particular method.
(B) The length of the final research report.
(C) The availability of computer software.
(D) The nature of the research problem and hypotheses.

**Direction :** Please read the following source carefully.

*Data collection is the process of gathering and measuring information on variables of interest, and the sources of this information are broadly categorized as primary or secondary. Primary data is original data collected firsthand by the*

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*questions they ask or the phenomena they choose to observe. The challenge, therefore, is not necessarily to achieve absolute detachment, which may be impossible, but to strive for a form of 'procedural objectivity'. This involves acknowledging one's own value positions and making them transparent, while adhering strictly to systematic and well-defined research procedures that allow for the replication and verification of findings by others. Thus, objectivity in social research is best understood as a commitment to inter-subjective accountability and methodological rigor rather than an absolute absence of personal values.*

Based on the above source, attempt the following five questions.

**256.** According to the passage, what is the main challenge to achieving objectivity in social science research?
(A) The lack of empirically verifiable facts in the social world.
(B) The inherent involvement of the researcher's own values and biases.
(C) The inability of social sciences to use systematic procedures.
(D) The refusal of researchers to acknowledge their ideological stances.

**257.** The passage defines 'facts' in the context of research as:
(A) Commonly held beliefs and assumptions.
(B) The personal opinions and interpretations of the researcher.
(C) The theoretical frameworks used in the study.
(D) Empirically verifiable pieces of information.

**258.** What does the concept of 'procedural objectivity' as described in the text emphasize?
(A) Adhering to systematic procedures and being transparent about one's values.
(B) Achieving complete detachment from one's personal values.
(C) Selecting research topics that are inherently value-neutral.
(D) Focusing exclusively on quantitative data to eliminate bias.

**259.** The passage suggests that a researcher's values can influence which aspect of the research process?
(A) Only the final report writing and bibliography.
(B) Only the initial selection of a research topic.
(C) Every stage, from topic selection to data interpretation.
(D) Only the statistical analysis of quantitative data.

**260.** What is the ultimate goal of striving for objectivity in social research, as implied by the text?
(A) To ensure the research findings can be verified and replicated by others.
(B) To eliminate the role of theory in the research process completely.
(C) To prove that social science is superior to natural science.
(D) To align research findings with the researcher's personal beliefs.

**Direction :** Please read the following source carefully.

*The relationship between research and theory-building is dynamic and cyclical, forming the core of scientific advancement in the social sciences. Research is not conducted in a theoretical vacuum; it is intrinsically linked to the development, testing, and refinement of theories. This interplay primarily occurs through two logical processes: deduction and induction. In a deductive approach, research starts with a pre-existing theory from which specific, testable hypotheses are derived. The research is then designed to collect empirical data to either support or falsify these hypotheses, thereby testing the validity of the original theory. Conversely, an inductive approach begins with specific observations and empirical data, from which the researcher seeks to identify patterns, themes, and regularities. These observed patterns then form the basis for the development of broader generalizations and, ultimately, a new theory. The scientific method provides a structured framework for this process, typically involving the observation of a phenomenon, formulation of a hypothesis, empirical testing, and drawing conclusions that may lead to theoretical modification. Thus, empirical research provides the 'facts' that are used to build, elaborate upon, or challenge theoretical frameworks, ensuring that our understanding of the social world is grounded in evidence rather than mere speculation.*

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**299.** Which of the following is mentioned as a key component of research ethics?
(A) Using the most complex statistical test possible.
(B) Obtaining informed consent from participants.
(C) Ensuring the findings support the initial hypothesis.
(D) Publishing the results as quickly as possible.

**300.** The process of clear and logical report writing is presented as:
(A) A skilled and essential final stage of the research process.
(B) A minor, optional part of the research.
(C) A task to be outsourced to professional writers.
(D) An activity performed before data analysis.

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**268.** According to the passage, what is the main characteristic of quantitative research?
(A) It involves the collection and statistical analysis of numerical data.
(B) It provides rich, in-depth descriptions of individual experiences.
(C) It explores meanings and understandings in a specific context.
(D) It avoids the use of any numerical data or statistical analysis.

**269.** A researcher who conducts in-depth interviews to understand the lived experiences of refugees is most likely engaged in:
(A) Quantitative research
(B) A purely statistical study
(C) Qualitative research
(D) Basic research only

**270.** A study that aims to determine the 'who, what, where, and when' regarding a social phenomenon is best described as:
(A) Explanatory research
(B) Applied research
(C) Fundamental research
(D) Descriptive research

**Direction :** Please read the following source carefully.

*The starting point of any systematic inquiry is the identification of a research problem. This is a critical stage that involves moving from a broad area of interest to a specific, well-defined, and researchable question. A research problem is not simply a topic; it is a statement about an area of concern, a condition to be improved, a difficulty to be eliminated, or a troubling question that exists in scholarly literature, theory, or practice. Once a problem is identified and articulated, the researcher formulates hypotheses to guide the investigation. A hypothesis is a tentative, testable statement about the relationship between two or more variables. It is a specific, clear, and precise prediction about the expected outcome of the study. In formal research, particularly in quantitative studies, it is common practice to state a null-hypothesis ($H_0$). The null-hypothesis posits that there is no relationship or no difference between the variables being studied. It is a statement of the status quo that the researcher seeks to challenge. The alternative hypothesis ($H_1$ or $H_a$), on the other hand, is the research hypothesis itself—the statement that a relationship or difference does exist. The research process is then designed to gather evidence that can either lead to the rejection of the null-hypothesis, thereby providing support for the alternative hypothesis, or a failure to reject it.*

Based on the above source, attempt the following five questions.

**271.** What is the initial and critical stage of any systematic research inquiry?
(A) The collection of data.
(B) The formulation of a null-hypothesis.
(C) The identification of a research problem.
(D) The selection of a statistical test.

**272.** Which of the following best describes a hypothesis?
(A) An established fact about the relationship between variables.
(B) A tentative and testable statement about variable relationships.
(C) A definitive answer to the research problem.
(D) The final conclusion drawn from the research findings.

**273.** What is the function of a null-hypothesis ($H_0$) in research?
(A) It states the relationship that the researcher hopes to prove.
(B) It is a final, proven statement that cannot be challenged.
(C) It is only used in qualitative research to guide interviews.
(D) It posits that no relationship or difference exists between variables.

**274.** If a researcher's study aims to show that a new teaching method improves student scores, the null-hypothesis would state that:
(A) There is no difference in student scores between the new and old teaching methods.
(B) The new teaching method significantly improves student scores.
(C) The new teaching method is better than the old method.
(D) The old teaching method is superior to the new one.

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*leveraging secondary sources like library and internet resources is an efficient research strategy, it mandates a rigorous approach to source validation to ensure the credibility and reliability of the research built upon it.*

Based on the above source, attempt the following five questions.

**286.** Which of the following is the most accurate definition of secondary data?
(A) Data collected by the researcher for the first time for a specific project.
(B) Data that is flawed, biased, and unsuitable for academic research.
(C) Raw, unprocessed observations recorded in a field notebook.
(D) Information that has been previously collected by others for a different purpose.

**287.** What is a primary advantage of using secondary sources in research?
(A) The data is always perfectly suited to the researcher's specific question.
(B) It allows for greater control over the data collection process.
(C) It saves significant time and financial resources.
(D) The data is guaranteed to be free from any form of bias.

**288.** The passage indicates that a significant challenge associated with using the internet for research is:
(A) The limited amount of information available compared to libraries.
(B) The need for critical evaluation of the information's credibility.
(C) The high cost of accessing online databases.
(D) The slow speed at which information can be retrieved.

**289.** According to the text, a researcher using data from a national census report is utilizing:
(A) Primary data
(B) Observational data
(C) Interview data
(D) Secondary data

**290.** When comparing library resources to general internet sources, the passage implies that library collections are often:
(A) More curated and professionally vetted.
(B) More outdated and less accessible.
(C) Smaller in volume and less diverse.
(D) More biased and less objective.

**Direction :** Please read the following source carefully.

*When studying large populations, it is often impractical or impossible to collect data from every individual. Researchers, therefore, rely on sampling, which is the process of selecting a subset of units from a total population to make observations and inferences about the population as a whole. The quality of these inferences depends heavily on the sampling technique used. Sampling techniques are broadly divided into probability and non-probability sampling. In probability sampling, every unit in the population has a known, non-zero chance of being selected, which helps to reduce bias and allows for the statistical estimation of sampling error. Once data is collected from the sample, it must be measured. The precision of this measurement is determined by the scales of measurement used, which are typically classified into four levels: nominal, ordinal, interval, and ratio. A nominal scale categorizes data without any order (e.g., gender, marital status). An ordinal scale categorizes and ranks data, but the intervals between ranks are not necessarily equal (e.g., socioeconomic status ranked as low, middle, high). An interval scale has equal intervals between points but lacks a true zero (e.g., temperature in Celsius). A ratio scale possesses all the properties of an interval scale but with a true, meaningful zero point, allowing for the calculation of ratios (e.g., age, income in currency).*

Based on the above source, attempt the following five questions.

**291.** What is the fundamental purpose of sampling in research?
(A) To collect data from every single member of a population.
(B) To ensure the data collected has no errors.
(C) To select a representative subset of a population for making inferences.
(D) To exclusively use non-probability techniques.

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*researcher for the specific purpose of their study. This type of data is tailored to the research question, offering high levels of control and relevance. Three prominent methods for collecting primary data in social science are observation, questionnaires, and interviews. Observation involves systematically watching and recording behaviours, events, or phenomena as they occur in their natural or a controlled setting. It can be participant (researcher is involved) or non-participant (researcher is an outsider). A questionnaire is a set of written questions with a choice of answers, devised for the purpose of a survey or statistical study, which can be self-administered or administered by a researcher. An interview is a purposeful conversation between the researcher and a respondent, which can be structured (with a fixed set of questions), unstructured (conversational), or semi-structured. Each method has its own strengths and weaknesses; for instance, interviews can provide deep, nuanced data but are time-consuming, while questionnaires can reach a large audience efficiently but may lack depth. The choice of method depends on the research design, the nature of the information sought, and the target population.*

Based on the above source, attempt the following five questions.

**281.** What defines primary data?
(A) Original data collected firsthand by the researcher for a specific study.
(B) Data that is collected from libraries and online archives.
(C) Data that has been previously collected and analyzed by other researchers.
(D) Data that is published in government reports and academic journals.

**282.** A researcher who joins a community group to study its internal dynamics from the inside is using which data collection method?
(A) A self-administered questionnaire.
(B) Participant observation.
(C) A structured interview.
(D) Non-participant observation.

**283.** Which primary data collection method is described as a set of written questions with a choice of answers, designed for a survey?
(A) Observation
(B) Questionnaire
(C) Interview
(D) Secondary data analysis

**284.** A key advantage of using interviews for data collection, as suggested by the passage, is their ability to:
(A) Provide deep, nuanced information.
(B) Reach a very large audience quickly and cheaply.
(C) Eliminate all forms of researcher bias.
(D) Be conducted without any prior planning.

**285.** The method of using a fixed, predetermined set of questions asked in a specific order during a purposeful conversation with a respondent is known as:
(A) An unstructured interview.
(B) Participant observation.
(C) A structured interview.
(D) A self-administered questionnaire.

**Direction :** Please read the following source carefully.

*In contrast to primary data, secondary data refers to information that has already been collected by someone else for a purpose other than the current research. The utilization of secondary sources is a vital component of social science research, offering significant advantages in terms of cost and time savings. Researchers can access vast amounts of high-quality data without undergoing the lengthy and expensive process of primary data collection. Major sources of secondary data include government publications, census data, organizational records, academic journals, books, and increasingly, digital databases and archives accessible via the library and the internet. The use of the library has long been a cornerstone of scholarly research, providing access to curated collections of books, periodicals, and other vetted materials. The advent of the internet has exponentially expanded the availability of information, but it also introduces significant challenges. While the internet offers unparalleled access to data, it requires the researcher to exercise critical evaluation regarding the source's authority, accuracy, objectivity, and currency. Unlike professionally curated library collections, information on the internet can be unverified, biased, or outdated. Therefore, while*

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Based on the above source, attempt the following five questions.

**261.** What is the primary role of research in the context of theory-building, as described in the passage?
(A) To operate independently of any theoretical considerations.
(B) To exclusively create new theories without testing existing ones.
(C) To replace all theories with simple, factual observations.
(D) To develop, test, and refine theories through empirical investigation.

**262.** A research study that begins with a well-established theory and proceeds to test its specific implications using collected data is an example of:
(A) An inductive approach.
(B) A deductive approach.
(C) A purely observational method.
(D) A speculative framework.

**263.** According to the text, how does an inductive approach to theory-building begin?
(A) With a comprehensive and established theory.
(B) With a set of specific hypotheses derived from a theory.
(C) With specific observations and empirical data.
(D) With the modification of a conclusion.

**264.** The scientific method is presented in the passage as a framework that:
(A) Guarantees the absolute truth of a theory.
(B) Eliminates the need for empirical testing.
(C) Is applicable only to the deductive approach.
(D) Provides a structured process for linking observation and theory.

**265.** The passage suggests that the relationship between research and theory is best described as:
(A) Cyclical and interactive.
(B) One-directional, with theory always preceding research.
(C) One-directional, with research always preceding theory.
(D) Static and unchanging.

**Direction :** Please read the following source carefully.

*Social science research can be categorized into various types based on its purpose, approach, and the nature of the data involved. A fundamental distinction is often made between basic and applied research. Basic research, also known as pure or fundamental research, is driven by intellectual curiosity and aims to expand the existing body of knowledge by developing or refining theories and a deeper understanding of phenomena, without immediate practical application in mind. Applied research, in contrast, is designed to solve specific, practical problems or to provide solutions that can directly inform policy and practice. Another crucial typology is based on the nature of data: qualitative and quantitative research. Quantitative research involves the collection and analysis of numerical data, employing statistical methods to identify patterns, test hypotheses, and make generalizations. Qualitative research, on the other hand, deals with non-numerical data, such as text, interviews, and observations, aiming to explore meanings, understand experiences, and provide a rich, in-depth description of a particular context. Furthermore, research can be classified by its objective, such as descriptive (what is happening), exploratory (investigating a little-understood issue), and explanatory (explaining why something happens). The choice of research type is contingent upon the research question and the overall objectives of the study.*

Based on the above source, attempt the following five questions.

**266.** A study conducted to understand the fundamental principles of social group formation without any immediate goal of solving a problem would be classified as:
(A) Applied research
(B) Basic research
(C) Explanatory research
(D) Qualitative research

**267.** Which type of research is primarily concerned with solving specific, practical problems and informing policy?
(A) Basic research
(B) Applied research
(C) Fundamental research
(D) Exploratory research

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**292.** What is the key characteristic of probability sampling?
(A) Every unit in the population has a known, non-zero chance of being selected.
(B) The selection of units is left to the researcher's discretion.
(C) It is only used when the population size is very small.
(D) It does not allow for the estimation of sampling error.

**293.** A researcher classifies respondents by their city of residence (e.g., Delhi, Mumbai, Kolkata). What scale of measurement is being used?
(A) Ordinal
(B) Interval
(C) Ratio
(D) Nominal

**294.** A survey question asks respondents to rate their satisfaction on a scale from 'Very Unsatisfied' to 'Very Satisfied'. This represents which scale of measurement?
(A) Nominal
(B) Ordinal
(C) Interval
(D) Ratio

**295.** Which scale of measurement is described as having equal intervals between points and a true, meaningful zero?
(A) Nominal scale
(B) Ordinal scale
(C) Ratio scale
(D) Interval scale

**Direction :** Please read the following source carefully.

*The culmination of a research project involves several critical stages that ensure the findings are properly analyzed, contextualized, and disseminated. After data collection, the analysis of data is performed. In contemporary social science, the use of computers is indispensable for this task, particularly for quantitative data. Software packages like SPSS (Statistical Package for the Social Sciences) enable researchers to efficiently manage large datasets and perform complex statistical analyses, from descriptive statistics to inferential tests. Once the analysis is complete, the findings must be presented in a scholarly format, typically a research report. Central to scholarly communication is the adherence to strict ethics of research. This includes obtaining informed consent, ensuring confidentiality, and avoiding plagiarism. A crucial aspect of avoiding plagiarism is the use of consistent citation patterns, which give credit to the intellectual work of others. Following the main body of the report, a bibliography provides a comprehensive list of all sources consulted and cited, allowing readers to trace the research's foundations. Finally, the report writing itself is a skill, requiring clarity, precision, and a logical structure that typically includes an introduction, literature review, methodology, findings, discussion, and conclusion. This entire process, from analysis to reporting, upholds the principles of scientific rigor and ethical conduct in research.*

Based on the above source, attempt the following five questions.

**296.** What is the primary function of software like SPSS in social science research?
(A) To collect primary data through online surveys.
(B) To automatically write the final research report.
(C) To find and correct ethical violations in a study.
(D) To facilitate the management and statistical analysis of data.

**297.** Adhering to consistent citation patterns is described as a crucial aspect of:
(A) Avoiding plagiarism and practicing research ethics.
(B) Performing statistical analysis.
(C) Choosing a sampling technique.
(D) Designing a questionnaire.

**298.** According to the passage, what is the purpose of a bibliography in a research report?
(A) To provide a summary of the researcher's own findings.
(B) To offer a comprehensive list of sources consulted and cited.
(C) To list the names of the research participants.
(D) To detail the statistical formulas used in the analysis.

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*operates on a foundational distinction between 'methodology' and 'method'. Methodology refers to the comprehensive and philosophical framework or the overarching strategy and rationale of the research process. It justifies the choice of methods and provides the logic behind them. In contrast, a 'method' is a specific technique or procedure used for data collection and analysis, such as a survey, an interview, or a statistical test. Therefore, methodology is the 'why' of the research, encompassing the theoretical perspective, while methods are the 'how', representing the practical tools. A researcher's choice of methodology is influenced by their epistemological and ontological assumptions about the nature of social reality and how it can be known, which in turn dictates the appropriateness of specific data-gathering methods. This distinction is crucial for ensuring the rigour and coherence of any social science investigation, as a robust methodology provides the scaffolding upon which credible methods are built to produce valid and significant findings.*

Based on the above source, attempt the following five questions.

**251.** Which of the following best describes the primary significance of social science research?
(A) To exclusively validate existing governmental policies.
(B) To generate dependable knowledge for informing policy and questioning assumptions.
(C) To prove that common-sense understandings of society are always incorrect.
(D) To focus solely on the historical development of social institutions.

**252.** According to the passage, the distinction between 'methodology' and 'method' can be best summarized as:
(A) Methodology is the overarching strategic rationale, while method is a specific procedural tool.
(B) Methodology is the practical application, while method is the theoretical underpinning.
(C) Methodology focuses on data analysis, while method focuses on data collection.
(D) Methodology and method are interchangeable terms for the research process.

**253.** A researcher's choice of a specific survey questionnaire as a data collection tool would be classified as a:
(A) Methodology
(B) Significance
(C) Method
(D) Rationale

**254.** Based on the source, what primarily influences a researcher's choice of methodology?
(A) The availability of funding and resources for the project.
(B) The popularity of a particular research technique at the time.
(C) The specific statistical tests planned for data analysis.
(D) The researcher's assumptions about the nature of reality and knowledge.

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**255.** The passage suggests that the relationship between methodology and methods is such that:
(A) Methods determine the overall research methodology.
(B) A researcher must choose either a strong methodology or effective methods.
(C) A coherent methodology guides the selection of appropriate methods.
(D) The significance of research is independent of its methodology and methods.

**Direction :** Please read the following source carefully.

*The pursuit of objectivity is a central tenet of the scientific method, yet in social science research, it is a particularly complex and debated concept. Objectivity implies that research should be conducted in a manner that is free from the personal biases, beliefs, and values of the researcher. However, the very nature of social inquiry, which involves studying human beings, makes complete value-neutrality an elusive ideal. Facts, which are empirically verifiable pieces of information, are the desired output of research, but the researcher's own values can influence every stage of the process—from the selection of a research topic and the formulation of a problem to the interpretation of data and the drawing of conclusions. For instance, a researcher's ideological stance may unconsciously shape the*

# ANSWERS

1. (B) A systematic investigation to find solutions and add to knowledge.
Social science research is characterized by a disciplined approach to understanding human behavior and societal structures. It moves beyond casual observations by employing rigorous, systematic methods to gather data, analyze patterns, and derive logical conclusions. This structured inquiry serves to address specific social problems or fill gaps in existing theoretical frameworks. By producing empirically grounded insights, this process effectively advances the collective knowledge within various academic disciplines.

2. (A) Both Statement I and Statement II are true.
Methodology encompasses the philosophical perspective and logic of inquiry that defines how a researcher approaches a study. It provides the theoretical justification for choosing specific procedures and interpreting results. In contrast, methods are the actual instruments and techniques used for data acquisition, such as surveys or interviews. Distinguishing between these concepts is fundamental because methodology dictates the overall research strategy while methods facilitate practical execution.

3. (C) It serves to reinforce popular stereotypes or biases.
The core purpose of social science research is to provide an objective, evidence-based understanding of social phenomena. Valid research seeks to challenge unsubstantiated claims and misconceptions rather than validate preconceived notions. By utilizing empirical data, research helps in formulating effective policies and developing robust social theories. Its primary value lies in its ability to offer neutral insights that improve social planning and the management of complex societal interactions.

4. (D) Facts and values in research.
In the context of social inquiry, researchers must navigate the tension between empirical facts and personal values. Facts are objective observations that can be verified through data, whereas values are subjective beliefs about what is desirable. Maintaining scientific integrity requires the researcher to set aside individual biases to ensure that the findings remain objective. This process of value-neutrality ensures that the study reflects actual social reality rather than personal opinion.

5. (A) Both A and R are true and R is the correct explanation of A.
Scientific theories are built upon a foundation of empirical evidence gathered through rigorous research. Research allows scholars to test the validity of existing theoretical frameworks and refine them based on new observations. When evidence consistently points toward specific patterns, it can lead to the generation of entirely new theories. Therefore, the relationship is foundational because without the systematic collection and analysis of data, theory remains purely speculative.

6. (B) Empirical evidence and systematic observation.
The scientific method in the social sciences distinguishes itself by its reliance on sensory evidence and structured procedures. It rejects intuition or authority as the primary source of truth, favoring instead data that can be observed and measured. This approach ensures that findings are replicable and verifiable by other researchers. By following systematic steps, researchers can minimize errors and produce reliable knowledge that accurately represents the complexities of human behavior.

7. (D) The researcher's effort to minimize bias and present evidence-based findings.
Objectivity in social research involves the conscious attempt to prevent personal interests or prejudices from distorting the study's results. While complete detachment is often difficult in social settings, the researcher employs standardized methods and transparent procedures to enhance the reliability of the data. This commitment to evidence ensures that the final conclusions are based on factual observations

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**52.** (D) Stratified Random Sampling.
Stratified random sampling is a probability technique where the researcher divides the population into distinct subgroups, or strata, based on specific characteristics like gender or age. A random sample is then drawn from each subgroup in proportion to its size in the population. This method ensures that all relevant segments of the population are adequately represented in the final sample. By reducing sampling error and increasing precision, this approach allows for more accurate generalizations about the diverse characteristics of the whole population.

**53.** (C) Measurement.
Measurement is the systematic process of assigning numbers or symbols to objects, events, or characteristics based on a set of standardized rules. In social research, this allows abstract concepts like attitudes or social status to be converted into quantifiable data for analysis. The choice of measurement rules determines the level of precision and the types of statistical tests that can be applied. Accurate measurement is fundamental for ensuring that the data collected truly represents the social reality being investigated.

**54.** (B) Using library databases and the internet to find existing scholarly articles.
A literature review is a critical evaluation of existing knowledge on a specific topic, intended to identify current trends and gaps. The most efficient way to begin this process is by utilizing library databases and online academic repositories to locate peer-reviewed journals and books. These secondary sources provide the theoretical and empirical foundation necessary for a new study. Starting with original data collection, like interviews or surveys, would be premature without first understanding what has already been established by others.

**55.** (B) a, b, and c only.
In research, facts and values interact in complex ways throughout the study. While researchers should strive for value-free reporting to ensure findings are objective, personal values often influence the initial selection of a research topic. Facts represent empirical, verifiable observations, whereas values are subjective judgments about what is good or bad. It is impossible for a researcher to be entirely devoid of values, but acknowledging them allows for better control over potential bias, ensuring the integrity of the factual analysis.

**56.** (A) Based on observation and experience.
The term 'empirical' is a cornerstone of the scientific method, referring to knowledge that is gained through direct or indirect observation and sensory experience. In social science research, an empirical approach means that conclusions must be supported by data collected from the real world rather than through abstract reasoning or traditional authority alone. This reliance on observable evidence ensures that research findings are grounded in social reality and can be verified or tested by other members of the scientific community.

**57.** (A) Both Statement I and Statement II are true.
Research methods and methodology are distinct but interconnected components of the inquiry process. A method is a specific instrument or technique, such as a survey or interview, used to gather evidence from the field. In contrast, methodology is the higher-level theoretical study of how research should be conducted. It provides the rationale for why certain methods are appropriate for a given study. Understanding both is essential for ensuring that a research project is both technically sound and theoretically justified.

**58.** (A) It offers evidence-based insights to inform policy development.
Social science research plays a crucial role in the public sphere by providing objective, data-driven insights that help policymakers understand complex social issues. Rather than relying on anecdotes or personal beliefs, effective policy development requires an understanding of social trends, the needs of the population, and the potential impact of government interventions. By offering reliable evidence, research assists in creating programs that are more likely to achieve their intended goals and address societal challenges in a meaningful and effective manner.

**59.** (D) Gain familiarity with a phenomenon to achieve new insights.
Exploratory research is typically conducted when a researcher is investigating a new or relatively

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final phase is the formal preparation of a report to communicate results to the community. This sequence ensures a structured and verifiable investigation.

**16.** (B) Analyzing government census reports from a national archive.
Secondary sources consist of data that has already been collected, processed, and published by other individuals or organizations. Government census reports are a classic example, as the primary data collection was performed by a state agency rather than the current researcher. Utilizing these sources allows researchers to perform longitudinal or large-scale analyses without the immense cost of original data gathering. This contrast differentiates it from primary methods like direct observation or face-to-face interviewing.

**17.** (B) A data collection tool consisting of written questions for a respondent.
A questionnaire is a structured instrument used to gather information from individuals about their beliefs, behaviors, or characteristics. It typically features a standardized set of questions, which may be open-ended or closed-ended, allowing for consistent data collection across a sample. This tool is particularly effective for reaching large, geographically dispersed populations efficiently. Unlike interviews, questionnaires are self-administered or provided in a written format, ensuring that the respondent provides data in a documented, consistent manner.

**18.** (A) Observation is always conducted in a non-participatory manner.
Observation in social science can be either participatory or non-participatory depending on the research goals. In participant observation, the researcher actively joins the group being studied to gain an insider's perspective, whereas non-participant observation involves watching from a distance. Other methods like interviews and questionnaires have their own specific applications for probing deep insights or reaching large samples. Understanding these variations is essential for selecting the most appropriate tool to capture the nuances of social behavior.

**19.** (C) Observation.
Observation is the most effective method for capturing behaviors and interactions as they occur naturally in real-world settings. When a researcher focuses on non-verbal cues, such as body language or physical gestures among workers, direct sight is more reliable than self-reported data from interviews or surveys. Participants may not be consciously aware of their non-verbal habits, making them difficult to describe accurately in writing. Thus, systematic observation provides the most authentic evidence for behavioral studies.

**20.** (C) a, c and d only.
A research design acts as the structural framework for a study, meticulously planned before data collection begins. It serves to guide the entire process, ensuring that the investigation is conducted in an economical and efficient manner. By defining the strategies for sampling and analysis, a robust design helps to minimize potential biases and enhance the reliability of the findings. Correct planning is the foundation that allows researchers to draw valid conclusions and address their research problems effectively.

**21.** (C) Sampling.
Sampling is the technical process of selecting a representative group of individuals from a larger population to gather data. The goal is to obtain a sample that reflects the characteristics of the whole, allowing the researcher to make accurate inferences without studying every single member. This approach is highly efficient in terms of time and resources. Successful sampling ensures that the findings can be generalized to the broader population, which is essential for valid social science inquiry.

**22.** (A) Both Statement I and Statement II are true.
The internet serves as a versatile tool for researchers, providing platforms for both original data collection and the retrieval of existing information. When a researcher uses online tools to conduct a new survey, they are generating primary data. Conversely, when they access published articles or reports, they are utilizing secondary data that was originally produced by others. Recognizing these different functions is important for categorizing the sources of

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information and assessing their relevance to the research project.

**23.** (D) Ratio Scale.
A ratio scale is the most advanced level of measurement, possessing all the features of nominal, ordinal, and interval scales. Its defining characteristic is a true zero point, which signifies the complete absence of the attribute being measured. This allows researchers to perform complex mathematical operations and make meaningful statements about the proportionality of values. Common examples include measurements of height, weight, or income, where one value can be described as a specific multiple of another value.

**24.** (A) For statistical analysis of collected data.
SPSS is a specialized software package widely used in the social sciences to manage and analyze quantitative data. It allows researchers to perform various statistical tests, from basic descriptive statistics to complex multivariate analyses, with high speed and precision. While it assists in the data processing phase, it does not replace the researcher's role in identifying problems or conducting interviews. Its primary value is transforming raw numerical data into meaningful insights that support the research findings.

**25.** (A) Both A and R are true and R is the correct explanation of A.
Ethical standards are essential in social science research because the subjects are human beings with inherent rights. Researchers are responsible for ensuring that participants are treated with respect, and that their privacy and well-being are prioritized throughout the study. This includes obtaining informed consent and protecting respondents from any physical or psychological harm. Without these ethical safeguards, the integrity of the research process and the relationship between the scientific community and the public would be compromised.

**26.** (A) Manipulating data to fit a desired outcome.
Ethical research conduct is predicated on honesty, transparency, and the protection of participants. Principles such as informed consent, anonymity, and the prevention of harm are mandatory for maintaining scientific integrity. Manipulating or falsifying data to achieve a specific result is a direct violation of these ethics and constitutes scientific misconduct. Such actions deceive the academic community and the public, undermining the credibility of the research findings and the overall value of the scientific endeavor.

**27.** (D) To list all sources consulted and cited in the research.
A bibliography is a comprehensive list included at the end of a research report to document every source that informed the study. This includes books, articles, and reports that were directly cited or simply consulted during the research process. Providing this list is crucial for academic transparency, as it allows readers to verify the evidence and explore the subject further. It also serves as a formal acknowledgment of the intellectual contributions made by other scholars and authors.

**28.** (B) Personal opinions and unverified claims should be central to the work.
Effective research report writing demands a formal and objective tone that prioritizes evidence over personal sentiment. The report must follow a logical structure, typically including sections on methodology, data analysis, and findings, to ensure clarity and professional standards. Proper citation is also mandatory to avoid plagiarism and credit original sources. Centering unverified claims or individual opinions would undermine the scientific validity of the report, as research findings must be substantiated by empirical data.

**29.** (C) Ordinal Scale.
An ordinal scale of measurement is used when data can be categorized into a logical order or rank, but the exact mathematical distance between the categories is unknown. In this case, classifying income as 'Low', 'Middle', or 'High' establishes a clear hierarchy where 'High' is more than 'Middle'. However, the difference between these levels is not quantified by specific numerical values. This scale is useful for measuring subjective attributes or relative positions within a social structure.

**30.** (B) b, c, and d only.
Social science research is a systematic process designed to improve our understanding of human life and social phenomena. By providing

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evidence-based insights, it assists in the development of practical solutions for complex societal challenges and informs the creation of effective public policies. Unlike intuition, research relies on structured methods to ensure reliability. While findings offer valuable knowledge, they are rarely absolute or universally applicable across all cultures, as social contexts are constantly evolving and vary by location.

**31.** (A) Methodology is the framework, while Method is the specific tool used within it.
The relationship between methodology and method is hierarchical and logical. Methodology serves as the broad philosophical framework that justifies the research approach and the logic of inquiry. Within this framework, specific methods are selected as the practical tools or techniques for data collection and analysis. For instance, a qualitative methodology might lead a researcher to choose the interview method. Understanding this distinction ensures that the research process is theoretically coherent and practically sound.

**32.** (A) Both Statement I and Statement II are true.
Research distinguishes between factual observations and normative value judgments. Facts are empirical statements that can be verified through systematic evidence and are generally accepted as accurate representations of reality. Conversely, values are subjective beliefs about morality, desirability, or importance, which cannot be proven or disproven through scientific testing alone. While research should strive for value-neutrality, recognizing the role that values play in shaping research questions and interpretations is essential for a comprehensive social analysis.

**33.** (B) By evaluating existing theories through empirical findings.
Theory-building is a dynamic process where research acts as the bridge between abstract concepts and real-world observations. Empirical research allows scholars to test the predictions of current theories, leading to their support, modification, or rejection based on the evidence. Through this continuous cycle of investigation, theories are refined to better explain social phenomena. This relationship ensures that social theories are not mere speculations but are grounded in observable data, making them more reliable and useful.

**34.** (A) Theory → Hypothesis → Observation → Generalization.
The scientific method is characterized by a cyclical process that connects theoretical ideas with empirical testing. It begins with an existing theory, from which a testable hypothesis is derived. The researcher then performs systematic observations to collect data that can confirm or refute the hypothesis. Based on these findings, generalizations are made, which in turn help to refine or expand the original theory. This iterative loop ensures that knowledge is constantly being updated and validated.

**35.** (B) P-4, Q-1, R-2, S-3.
Understanding fundamental research concepts is essential for a structured inquiry. Objectivity focuses on reducing bias, ensuring that the researcher's personal views do not distort the findings. A hypothesis is a specific, testable prediction that guides the data collection process. Sampling involves the selection of a representative group from a population to allow for generalizations. Finally, methodology provides the overarching philosophical and logical framework that dictates how the entire research process should be conducted.

**36.** (D) Questionnaire Research.
Research is typically classified by its purpose into categories such as exploratory, descriptive, and explanatory. Exploratory research seeks to gain initial insights into a new topic, descriptive research documents the characteristics of a subject, and explanatory research investigates causal relationships. In contrast, a questionnaire is a specific method or tool used for data collection rather than a broad research purpose. Recognizing the difference between the objective of a study and the techniques used is important for design.

**37.** (C) Null hypothesis.
A null hypothesis is a formal statement asserting that no significant difference or relationship exists between two variables in a population. By stating that student performance is independent of their urban or rural background, the researcher creates a baseline for statistical testing. The

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rather than the researcher's subjective viewpoint, thereby increasing the study's credibility.

**8.** (A) Descriptive research aims to provide a detailed picture of a situation.
Descriptive research is designed to accurately portray the characteristics of a specific individual, group, or situation. It focuses on answering questions related to what, who, and where, rather than exploring the causal mechanisms behind a phenomenon. Unlike exploratory research, which is conducted when little is known, or explanatory research, which seeks to establish cause-and-effect, descriptive research provides the necessary factual foundation for understanding the current state of social affairs.

**9.** (C) It should be complex enough to be unsolvable.
A viable research problem must be capable of being investigated within a specific timeframe and with available resources. Good problems are ethically sound, ensuring the protection of participants, and novel, contributing something new to the existing body of knowledge. If a problem is inherently unsolvable or overly complex, it cannot be subjected to empirical testing or logical analysis. Effective research requires a clearly defined, manageable focus that allows for meaningful conclusions.

**10.** (A) P-3, Q-1, R-4, S-2
Hypotheses serve as different types of testable statements depending on the research objective. A null hypothesis assumes no relationship exists between variables to provide a baseline for statistical testing. A directional hypothesis predicts a specific outcome, such as an increase or decrease, while a non-directional one merely suggests a difference exists. Finally, a working hypothesis is a provisional assumption used to guide the initial stages of a study before data is fully collected.

**11.** (D) A statement of 'no effect' subjected to statistical testing.
The null hypothesis is a fundamental concept in inferential statistics, serving as a baseline assumption that no significant relationship or difference exists between the variables under study. Researchers attempt to reject this hypothesis by providing evidence that an observed effect is not due to random chance. This process allows for a more rigorous and objective evaluation of the research findings, ensuring that any claims made are supported by strong statistical evidence.

**12.** (B) Validation of a hypothesis.
Validation is the critical stage where a researcher determines whether the empirical evidence supports the proposed hypothesis. If the data collected through systematic observation does not align with the initial predictions, the hypothesis must be rejected or modified. this process ensures that the research remains grounded in reality rather than personal expectations. By subjecting claims to rigorous testing, the researcher upholds the integrity of the scientific method and contributes to reliable knowledge.

**13.** (C) Descriptive Research Design - Portraying characteristics of a group.
Research designs are chosen based on the nature of the inquiry. A descriptive design is specifically utilized to identify and document the attributes or behaviors of a particular population or social phenomenon. It does not attempt to explain the underlying causes but rather provides a detailed and accurate account of "what is." This clarity is essential for establishing a factual baseline before moving into more complex explanatory or experimental investigations in social science.

**14.** (C) Statement I is true, but Statement II is false.
Primary data collection involves gathering original information directly from the source through methods such as observation, interviews, or surveys. These techniques allow the researcher to capture data specifically tailored to the current study. In contrast, using library books or existing literature constitutes the use of secondary sources, as the data was previously compiled by others. Understanding this distinction is vital for determining the originality and context of the information used in research.

**15.** (A) I, IV, III, V, II
The research process follows a logical progression beginning with the identification of a specific problem or gap in knowledge. Once the problem is defined, the researcher formulates a testable hypothesis to guide the inquiry. Subsequent steps involve the actual collection of data, followed by careful analysis to evaluate the findings. The

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**45.** (B) b and c only.
Primary methods of data collection involve the researcher gathering original information firsthand to address their specific research questions. Observation and questionnaires are classic primary tools because they allow for the direct acquisition of data from respondents or environments. Using libraries or the internet to access published reports involves analyzing data that was already created by others, which is considered secondary research. Distinguishing between these methods is important for determining the source of evidence and the researcher's level of engagement.

**46.** (D) Statistical Package for the Social Sciences.
SPSS is a comprehensive and flexible software system used primarily for the management and statistical analysis of data in the social sciences. It provides a wide array of tools for descriptive statistics, bivariate analysis, and predictive modeling. By automating complex mathematical calculations, it allows researchers to focus on the interpretation of findings and the development of theoretical insights. Since its creation, it has become an industry standard for professionals conducting quantitative research in sociology, psychology, and related fields.

**47.** (A) Participants are informed about the study before agreeing to participate.
Informed consent is a foundational ethical requirement in social science research involving human subjects. It ensures that potential participants are given clear and sufficient information about the study's purpose, procedures, risks, and benefits before they decide to take part. This process allows individuals to make a voluntary and educated choice about their involvement. Respecting the autonomy of participants is essential for maintaining ethical integrity and protecting the rights and welfare of people within the research process.

**48.** (B) Consistent use of a specific citation style (e.g., APA, MLA) is unimportant.
Citation patterns are essential in academic writing because they provide the necessary evidence for claims and acknowledge the original authors of ideas. Adhering to a specific citation style, such as APA or MLA, ensures consistency and helps readers locate the referenced works for further study. Proper citation is also the primary mechanism for avoiding plagiarism. Therefore, the consistent application of these styles is a mandatory professional standard that upholds the transparency and accountability of the research report.

**49.** (B) Research report.
A research report is the final document that provides a comprehensive account of the entire research endeavor. It details the initial problem, the theoretical framework, the methodology employed, the data analyzed, and the resulting findings and conclusions. The report serves as the primary means of communicating the research to the academic community and the public. Its structured format ensures that the study is transparent, allowing other researchers to evaluate the work, replicate the study, or build upon the findings.

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**50.** (A) Both A and R are true and R is the correct explanation of A.
Achieving complete objectivity in social research is challenging because researchers are inherently part of the society they study. Their personal values, cultural background, and past experiences can subconsciously influence their choice of topics, the way they phrase questions, or how they interpret data. While this subjective element is always present, the scientific community emphasizes the use of systematic procedures and peer review to minimize bias. Striving for objectivity remains a vital goal for producing reliable and credible findings.

**51.** (C) Research Design.
A research design provides the essential framework that guides the entire investigation, from the initial question to the final analysis. It outlines the specific strategies for selecting participants, collecting information, and interpreting results, ensuring that the study is conducted logically and efficiently. By establishing this plan in advance, the researcher can ensure that the methods used are appropriate for answering the research questions. This structure is vital for maintaining the internal validity and overall quality of the study.

private. Anonymity is often achieved through anonymous surveys where names or addresses are not recorded. Providing this level of privacy can encourage more honest participation and protects individuals from any potential negative consequences that could arise from their involvement in the study.

**67.** (C) Statement I is true, but Statement II is false.
Plagiarism is a major ethical violation involving the use of another person's ideas or work without proper credit. While bibliographies and reference lists are related, they serve different functions. A reference list only includes sources that were directly cited within the text of the report. A bibliography is more comprehensive, listing all materials consulted during the research, regardless of whether they were cited. Understanding these distinctions is vital for maintaining academic integrity and ensuring the transparency and thoroughness of the final research report.

**68.** (D) Methodology provides the rationale for the choice of methods.
Methodology is the theoretical study of the principles and procedures that guide a research project. It explains the "why" behind the investigation, offering a justification for the chosen approach based on philosophical assumptions. Methods, on the other hand, are the specific tools or techniques, like questionnaires or interviews, used to collect data. The methodology provides the logical foundation that ensures the methods are appropriate for answering the research question. This distinction is critical for designing a coherent and valid social science study.

**69.** (C) The process of testing a hypothesis against empirical evidence.
Validation is the phase in the scientific method where a researcher evaluates the accuracy of a hypothesis using real-world data. After collecting and analyzing information, the researcher determines whether the evidence supports or contradicts the initial prediction. This process is essential for ensuring that research conclusions are grounded in social reality rather than personal assumptions. Through validation, scientific knowledge is either strengthened or modified, ensuring the continuous refinement of social theories and our collective understanding of human behavior and societal structures.

**70.** (B) a, b and c only.
A research report is a formal document designed to communicate the findings of a study to an audience. It must include a clear statement of the research problem, a thorough description of the methodology used, and a detailed analysis of the results. These elements ensure that the study is transparent and can be evaluated by others. While researchers may have personal feelings during the process, these are typically excluded from a formal report to maintain an objective and professional tone focused on evidence.

**71.** (D) Can lead to initiation, reformulation, and clarification of theory.
Research and theory exist in a reciprocal relationship where each informs the other. Empirical research can initiate new theoretical ideas by identifying previously unobserved patterns in social behavior. It also helps to reformulate existing theories by providing evidence that suggests current frameworks are incomplete or incorrect. Furthermore, research clarifies theoretical concepts by providing concrete data that defines how these abstract ideas manifest in the real world. This ongoing interaction ensures that social theories remain relevant, accurate, and grounded in observable social reality.

**72.** (A) Snowball Sampling.
Snowball sampling is a non-probability technique often used to study hidden or hard-to-reach populations. The process begins with a small group of initial participants who are asked to refer other individuals who meet the research criteria. This referrals-based approach creates a growing sample that "snowballs" in size over time. While it is not representative in a statistical sense, it is a valuable tool for gaining access to communities that might otherwise be invisible or inaccessible through traditional random sampling methods.

**73.** (C) Conclusion and Suggestions.
The final chapter of a research report serves to synthesize the entire study and discuss its implications. In this section, the researcher summarizes the key findings, addresses whether the original objectives were met, and

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unstudied topic. Its primary objective is to clarify concepts, develop operational definitions, and identify potential research questions for future study. This type of research is flexible and often uses qualitative methods like pilot studies or literature reviews to gain initial understanding. Because it focuses on discovery rather than testing specific hypotheses, it provides the groundwork for more structured descriptive or explanatory investigations later on.

**60.** (C) P-3, Q-4, R-2, S-1.
The research process involves several key activities, each with a specific purpose. Report writing is the final stage where the study's findings are formally presented. Sampling is the technique of selecting a subset from a population to represent the whole. Hypothesis formulation involves creating testable statements that predict relationships between variables. Data collection is the practical phase where tools like questionnaires are used to gather information. Together, these steps form a logical sequence that ensures a systematic and rigorous social investigation.

**61.** (C) It should be complex and ambiguous.
A strong hypothesis must be characterized by conceptual clarity and precision, making it easy to understand and test. It should be specific enough to predict a clear relationship between variables and should be based on existing theoretical knowledge. If a hypothesis is overly complex or ambiguous, it becomes difficult to operationalize and test against empirical data. The primary goal of a hypothesis is to provide a clear direction for the study, allowing researchers to gather evidence that either supports or refutes it.

**62.** (C) Observation.
Observation in social research can sometimes lead to the "observer effect," where the presence of the researcher alters the natural behavior of the subjects. This is a significant challenge when trying to capture authentic social interactions. If people know they are being watched, they may act differently to meet perceived expectations or to appear in a better light. Researchers must find ways to minimize this influence, such as through prolonged engagement or covert observation, to ensure the data collected reflects true social reality.

**63.** (A) Secondary Source - A video recording of an interview conducted by the researcher.
Primary sources consist of original data collected firsthand by the researcher for a specific study. This includes interviews, surveys, and autobiographies, which provide direct evidence. In contrast, secondary sources are materials that summarize or analyze information originally gathered by others, such as textbooks or scholarly reviews. A video recording of an interview conducted by the researcher is a primary source because it captures the original raw data. Misidentifying these sources can lead to confusion about the originality and context of the research evidence.

**64.** (B) Nominal scale.
The nominal scale is the simplest level of measurement, used for labeling or categorizing data into distinct groups without any inherent order or numerical value. In the case of jersey numbers, the numerals 1, 2, or 3 serve only as unique identifiers for the players and do not imply that one player is better or more important than another. No mathematical operations like addition or averaging can be performed on these numbers because they represent qualitative categories rather than quantifiable amounts or relative ranks.

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**65.** (A) III, IV, I, II.
Measurement scales increase in complexity as they add more mathematical properties. The nominal scale merely categorizes data. The ordinal scale adds the concept of rank or order. The interval scale provides equal distances between values but lacks a true zero. Finally, the ratio scale includes all previous properties plus an absolute zero point, allowing for complete mathematical analysis. This hierarchy from nominal to ratio reflects the increasing level of precision and information that each scale provides for the social science researcher.

**66.** (A) The researcher does not know the identity of the participants.
Anonymity is a specific ethical protection where the researcher ensures that no identifying information is collected, making it impossible to link responses to individual participants. This is different from confidentiality, where the researcher knows the identities but keeps them

purpose of research is then to determine if the collected data provides enough evidence to reject this assumption. This structured approach helps to ensure that any observed differences are not simply due to random chance.

**38.** (B) Assess if empirical evidence supports or refutes the claim.
Validation is the critical stage of the research process where the initial hypothesis is tested against the collected data. The objective is to determine whether the real-world evidence aligns with the researcher's predictions. This process does not aim to prove a claim with absolute certainty forever but evaluates its accuracy in the specific context of the study. Through rigorous analysis and statistical testing, the researcher can objectively conclude whether the hypothesis is supported or needs revision.

**39.** (D) blueprint.
A research design is frequently described as the blueprint of a study because it provides the essential plan for every stage of the investigation. Much like an architect's drawing, it outlines the specific steps for data collection, measurement, and analysis. This structural guide ensures that the research remains focused on its objectives and is conducted efficiently. By having a clear plan, researchers can anticipate potential challenges, manage resources effectively, and enhance the overall validity of their findings.

**40.** (A) Research objectives and method selection.
The selection of a data collection method is directly dictated by the specific goals and objectives of the research. If the objective is to gain deep, nuanced insights into an individual's life experiences, a qualitative method like the interview is the most logical choice. This demonstrates that methods are not chosen randomly but are strategically picked to ensure they can capture the type of information required to answer the research question. This alignment is vital for study success.

**41.** (C) It can be administered to large groups ensuring anonymity.
Questionnaires are highly effective tools for gathering data from extensive and geographically dispersed populations. Their standardized format allows for easy distribution and rapid data collection, making them more economical than individual interviews. Furthermore, the ability to collect responses anonymously often encourages participants to share more honest and candid information about sensitive topics. This combination of efficiency and privacy makes questionnaires a preferred choice for large-scale social surveys and quantitative research seeking to identify broad trends.

**42.** (A) A published academic journal article - Secondary Data.
The classification of data depends on whether it was collected directly for the current study or by someone else previously. Primary data is original information gathered by the researcher through surveys, interviews, or observations. Secondary data, such as published journal articles or government reports, consists of information that has already been compiled, analyzed, and shared by others. Correctly identifying these sources is crucial for establishing the context of the research and acknowledging the origin of the evidence used.

**43.** (D) Simple Random Sampling.
Simple random sampling is a probability-based technique where every member of a target population has an equal and independent probability of being chosen for the sample. This method minimizes selection bias and ensures that the sample is as representative of the population as possible. By providing an equal chance to all units, the researcher can apply statistical principles to generalize the findings to the entire population. This transparency is essential for the validity and external accuracy of the research.

**44.** (A) Both Statement I and Statement II are true.
Measurement scales determine the mathematical operations that can be performed on data. The interval scale, such as Celsius temperature, features equal distances between values but lacks a true zero point. In contrast, the ratio scale possesses all interval properties and includes an absolute zero, which indicates the total absence of the measured attribute. This absolute zero allows for meaningful ratio comparisons, such as saying one value is twice as large as another, making it the most precise measurement level.

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offers a concluding statement on the research problem. Additionally, it often includes practical suggestions for policy or future research based on the results. This concluding part provides a sense of closure to the report while highlighting the study's contribution to knowledge and its relevance for addressing social issues.

**74.** (A) Action Research.
Action research is a practical approach to social inquiry that focuses on identifying immediate solutions to specific problems within a community or organization. Unlike fundamental research, which aims to develop general theories, action research is localized and intervention-oriented. It often involves a collaborative process where researchers and practitioners work together to evaluate current practices and implement improvements. This type of research is highly significant for program evaluation and organizational development, as it seeks to produce tangible results that lead to positive social change.

**75.** (A) Both A and R are true and R is the correct explanation of A.
The integration of computers and specialized software has fundamentally changed the landscape of social science research. Tools like SPSS allow researchers to process vast amounts of data with a level of speed and accuracy that was previously unattainable through manual methods. This technological advancement enables the analysis of large-scale surveys and complex datasets, leading to more robust and sophisticated findings. By automating repetitive tasks, computers free researchers to focus on the higher-level intellectual work of interpreting results and developing meaningful social theories.

**76.** (B) A personal diary written by an individual during the historical period.
Primary sources in historical research are original documents or artifacts created by people who experienced or witnessed the events being studied. A personal diary from the relevant time period provides direct, firsthand testimony of the social conditions and individual perspectives of the era. Secondary sources, such as textbooks or later documentaries, are interpretations of these primary materials created long after the fact. Utilizing primary evidence is essential for historical accuracy and for gaining an authentic understanding of the past as it was lived.

**77.** (C) Allows the respondent to answer in their own words.
Open-ended questions are designed to gather qualitative data by allowing participants to express their thoughts, feelings, and experiences in their own language. Unlike closed-ended questions that offer limited choices, open-ended ones do not restrict the respondent's answer. This approach is particularly useful for exploring complex issues and gaining a deeper understanding of the participant's perspective. While the resulting data is more difficult to analyze than numerical responses, it provides rich, nuanced information that can reveal insights not anticipated by the researcher.

**78.** (D) It is a goal researchers strive for by controlling their biases.
Objectivity in social science is viewed as a guiding ideal rather than an easily achieved state. Because researchers are part of the social world, they must actively work to identify and minimize the influence of their personal values and prejudices on the research process. This is done by using systematic methods, maintaining transparency, and subjecting findings to peer review. By recognizing the potential for bias, researchers can take steps to ensure that their work remains grounded in evidence and accurately reflects the social phenomenon being studied.

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**79.** (A) Sampling frame.
A sampling frame is a comprehensive list or database of all individuals or units in the target population from which a sample will be drawn. It serves as the operational definition of the population and is essential for implementing probability sampling techniques. A complete and accurate sampling frame ensures that every member of the population has a known chance of being selected, which is vital for the representativeness of the sample. Any errors or omissions in the frame can lead to sampling bias and reduce generalizability.

**80.** (A) a, b, c, and d only.
Ethical research practice requires the avoidance of coercion, deception, and the violation of

questionnaires, or interviews conducted by the researcher specifically for their current study produce primary data. Utilizing secondary sources allows researchers to perform large-scale analyses and establish background context more efficiently.

**137.** (C) It does not allow for flexibility or probing.
A structured interview follows a rigid format with a standardized set of questions asked in a specific order, which ensures consistency and makes it easier to compare responses across participants. However, this rigidity is also its main disadvantage, as it prevents the interviewer from exploring unexpected topics or asking follow-up questions to clarify ambiguous answers. This lack of flexibility means that structured interviews may miss the deeper, more nuanced information that a semi-structured or unstructured approach would be able to capture.

**138.** (A) Generalization.
Generalization is the process of applying the findings and conclusions from a study conducted on a specific sample to the larger population from which the sample was drawn. This is a central goal of most social science research, as it allows for broader claims about human behavior or societal trends. The ability to generalize depends on the quality of the sampling technique and the representativeness of the sample. When a study is well-designed, the results gathered from a few individuals can offer valuable insights into the whole group.

**139.** (D) The researcher knows identities but keeps them private.
Confidentiality is a critical ethical principle in research that involves protecting the privacy of participants by ensuring that their identities are not revealed to the public. Unlike anonymity, where the researcher does not know who the participants are, confidentiality means the researcher is aware of their identities but commits to keeping that information secure. This is often achieved by using codes instead of names in reports and storing data in protected locations. Maintaining confidentiality is essential for building trust and protecting participants from potential social or professional harm.

**140.** (B) Finding the context and foundation for new research.
Conducting a thorough literature review is an essential early step in the research process, allowing the researcher to understand the current state of knowledge on a topic. By using the library and internet to examine previous studies, the researcher can identify what has already been discovered and where gaps still exist. This provides a strong theoretical and empirical foundation for the new project and ensures that it contributes something original to the field. Avoiding duplication of work is key to efficient and significant scientific progress.

**141.** (C) Concise summary of the entire study.
An abstract is a short, structured summary that provides a brief overview of the research project, typically including the problem, the methodology, the key findings, and the main conclusions. It is placed at the beginning of a research report or article to allow readers to quickly assess the study's relevance and scope. A well-written abstract helps other researchers decide if the full paper is worth reading for their own work. It acts as a concise and informative representation of the entire research endeavor.

**142.** (C) Statement I is false, but Statement II is true.
Values are not absent from research; they frequently influence the initial stages of an investigation, particularly the selection of a research problem and the choice of a theoretical perspective. A researcher's interests and beliefs often guide them toward topics they find important or socially relevant. However, scientific integrity requires that once the research is underway, the collection and analysis of data should be conducted as objectively as possible. Recognizing the role that values play is essential for maintaining transparency and for understanding the context of the study.

**143.** (A) Experimental research.
Experimental research is the most robust method for establishing cause-and-effect relationships between variables. It involves the deliberate manipulation of an independent variable to observe its effect on a dependent variable, while carefully controlling for other potential influencing factors. By comparing an experimental group with a control group,

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**87.** (D) Income in Rupees.
A ratio scale of measurement is characterized by having equal intervals between values and an absolute zero point, which represents the complete absence of the attribute. Income in Rupees is a classic example because zero Rupees means no income at all. This allows for meaningful comparisons, such as stating that an income of 50,000 is exactly twice as much as 25,000. This high level of precision allows researchers to perform advanced mathematical operations and to draw more detailed conclusions about the distribution of wealth.

**88.** (A) Set context, state the problem, and outline objectives.
The introduction of a research report is designed to provide the necessary background information to orient the reader. It sets the social and academic context for the study, clearly defines the research problem being investigated, and outlines the specific objectives the study aims to achieve. By establishing this foundation, the introduction helps the reader understand the significance of the research and the logic behind the inquiry. It acts as a roadmap for the rest of the report, ensuring the study's goals are clear.

**89.** (C) Objectivity.
Maintaining objectivity is a core principle of social science research, requiring the researcher to prevent personal biases from influencing the collection and interpretation of data. When studying a potentially contentious topic like political opinions, the researcher must use systematic procedures to ensure the findings reflect the actual views of the participants rather than the researcher's own beliefs. This commitment to evidence-based reporting increases the credibility and reliability of the study, allowing other scholars and the public to trust the accuracy of the final conclusions.

**90.** (A) External validity.
Probability sampling is essential for achieving high external validity, which refers to the extent to which research findings can be generalized from a sample to the broader population. By using techniques that give every individual an equal chance of selection, researchers minimize sampling bias and ensure the group studied reflects the characteristics of the whole. This allows for more confident claims about society based on the evidence gathered from the sample. Without proper sampling, the study's conclusions would be limited only to the specific individuals investigated.

**91.** (D) The final conclusion of the research itself.
Research problems are typically identified from existing theories, literature gaps, practical social issues, or personal observations. These sources provide the initial questions that drive an investigation. In contrast, the final conclusion of a study is the result of the research process, offering answers or insights based on the collected evidence. While a conclusion may suggest new areas for future inquiry, it is the end point of the current study rather than the source of the problem that the study was originally designed to address.

**92.** (B) Commitment to subjective and personal beliefs.
The scientific method is defined by its commitment to objectivity and the use of empirical, measurable evidence to support claims. It relies on systematic procedures, such as hypothesis formulation and testing, to ensure that findings are reliable and can be verified by others. Prioritizing subjective or personal beliefs over observable data would violate the fundamental principles of the scientific approach. By following structured steps, researchers can minimize error and produce knowledge that is based on social reality rather than individual viewpoints or unsubstantiated assumptions.

**93.** (C) A map and a specific path taken.
The distinction between methodology and method can be understood as the difference between a broad strategy and a specific action. Methodology is the map, providing the theoretical rationale and overarching framework that guides the entire research process. Within this framework, a method is the specific path taken, representing the particular technique used to collect and analyze data. Just as a map justifies the choice of a certain route, methodology informs the researcher's decision on which methods are most appropriate for answering their research questions.

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**108.** (B) Generate new knowledge and understanding.
The fundamental goal of research is the systematic acquisition of new knowledge to expand our understanding of the world. It involves identifying gaps in current information and using structured methods to gather evidence that addresses these areas. Rather than proving personal opinions or winning arguments, research seeks to provide objective, evidence-based insights that can inform theory and practice. This continuous process of inquiry ensures that our collective knowledge remains relevant and grows in response to new social challenges and discoveries.

**109.** (C) Prejudiced.
Scientific research is categorized by its objective, such as exploratory for initial discovery, descriptive for documenting characteristics, and explanatory for investigating causes. These types are based on systematic procedures and a commitment to evidence. In contrast, prejudice involves pre-formed opinions that are not based on reason or actual experience. Research that is influenced by prejudice would lack the objectivity and neutrality required for scientific validity. Therefore, prejudiced thinking is the opposite of the systematic, evidence-based inquiry that defines all legitimate types of academic research.

**110.** (C) P-4, Q-1, R-2, S-3.
Understanding the definitions of key research terms is essential for conducting a structured study. A research problem identifies a specific area of concern or knowledge gap. A secondary source is previously published material used for background or comparison. Report writing is the formal process of presenting the entire research project and its results. Finally, ethics provide the moral principles that ensure participants are protected and the research is conducted honestly. Together, these elements form the foundation of a professional and scientifically sound social investigation.

**111.** (A) The analysis of empirical data.
Validation is the process of determining whether a hypothesis is supported by real-world evidence. This process relies heavily on the systematic analysis of empirical data collected during the study. By comparing the initial prediction with the actual observations, researchers can draw objective conclusions about the relationship between variables. This data-driven approach ensures that the findings are based on social reality rather than the researcher's intuition or public opinion. Validation is a critical step in the scientific method that upholds the integrity of social knowledge.

**112.** (B) In-depth, semi-structured interviews.
When a researcher seeks to gather rich, detailed, and personal narrative data, qualitative methods like in-depth interviews are the most appropriate choice. This approach allows participants to share their experiences in their own words, providing a level of detail that cannot be captured by structured surveys or statistical analysis alone. Semi-structured interviews are particularly effective because they provide a general framework while allowing the flexibility to explore unexpected but relevant topics. This depth of information is essential for understanding complex social issues and individual perspectives.

**113.** (B) Interview.
An interview schedule is a structured tool used by researchers to guide a face-to-face or telephonic conversation with a participant. It contains a list of specific questions and topics to be covered, ensuring that the data collection is consistent across all interviews. While it provides a formal framework, the interviewer can still use the schedule to probe for deeper insights or clarify responses. This contrasts with a questionnaire, which is self-administered by the respondent. The interview schedule is a vital instrument for ensuring the reliability of qualitative data.

**114.** (A) Assessing the credibility of sources.
The internet has revolutionized research by providing rapid access to a vast amount of information. However, this accessibility presents a major challenge in determining the quality and reliability of the data found online. Because anyone can publish content, researchers must be critical and use specific criteria to evaluate the credibility of websites and online reports. Distinguishing between peer-reviewed academic sources and biased or unverified information is essential for ensuring that the research findings are based on accurate and trustworthy evidence.

**101.** (C) The originality of the data relative to the researcher.
The distinction between primary and secondary sources is based on who collected the data and why. Primary sources are original materials gathered directly by the researcher for their specific project, such as survey results or interview transcripts. Secondary sources are materials produced by others who have already interpreted or analyzed original data, such as journal articles or textbooks. Understanding this relationship is important for determining the source of evidence and for assessing the degree to which the information is tailored to the current study.

**102.** (B) Participant Observation.
Participant observation is a qualitative method where the researcher becomes an active member of the social group being studied to gain an insider's perspective. By working within the company, the researcher can observe daily interactions, social norms, and cultural nuances that might be missed by an outsider. This immersive approach allows for the collection of rich, contextual data that provides a deep understanding of organizational life. It is particularly effective for studying complex social phenomena where the subjective experiences of participants are central to the inquiry.

**103.** (D) Leading question.
A leading question is phrased in a way that suggests a particular answer or reflects the researcher's bias. By describing the policy as "beneficial" before asking for the respondent's opinion, the question influences the participant to agree with the statement. This undermines the objectivity of the survey and can result in data that does not accurately reflect the true beliefs of the population. Researchers should use neutral language to ensure that respondents can provide their honest perspectives without being guided toward a specific conclusion.

**104.** (A) Quota Sampling.
Quota sampling is a non-probability technique where the researcher selects a sample that matches certain pre-defined characteristics of the population, such as age or gender proportions. Unlike probability methods, individuals are not chosen randomly, and not every member of the population has an equal chance of being selected. Instead, the researcher uses their judgment or convenience to fill the quotas. While this method can ensure representation of specific groups, the lack of randomness limits the ability to generalize the findings statistically to the entire population.

**105.** (B) a, b, c, and e only.
Computers serve as essential tools in modern research by facilitating literature searches, statistical analysis through software like SPSS, and the administration of online surveys. They also assist in formatting reports and citations, ensuring professional standards are met. However, it is important to recognize that computers cannot eliminate researcher bias, as humans are still responsible for designing the study, interpreting the results, and making ethical decisions. Technology enhances the efficiency and accuracy of data processing but does not replace the critical thinking and integrity of the researcher.

**106.** (A) A directional hypothesis.
A directional hypothesis is a specific type of testable prediction that indicates the expected nature of the relationship between variables. By stating that one variable will lead to a higher or lower level of another, the researcher provides a clear focus for the study. This contrasts with a non-directional hypothesis, which merely suggests that a relationship exists without specifying its direction. Directional hypotheses are typically used when there is strong theoretical or empirical evidence to support a specific prediction about social behavior or social trends.

**107.** (C) Statement I is false, but Statement II is true.
In social research, facts are empirical observations, but their interpretation can often be subject to different perspectives or theoretical frameworks. It is rarely simple to establish facts that are completely beyond debate. Additionally, values play a significant role in the research process, influencing the choice of topics and how findings are understood. Recognizing the interplay between facts and values is essential for a comprehensive analysis. While research should strive for objectivity, acknowledging the influence of subjective beliefs helps to ensure more transparent and honest reporting of findings.

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logical approach to investigation that adapts to the specific needs of a study. In the social sciences, it involves systematic steps such as observation, measurement, and the testing of hypotheses to ensure that findings are reliable and verifiable. While the core principles of evidence and logic remain constant, researchers can choose different methods based on their objectives. This systematic approach distinguishes scientific inquiry from subjective or anecdotal ways of acquiring knowledge.

**123.** (D) Explanatory research.
Explanatory research is conducted when a study aims to identify the underlying causes of a phenomenon and to determine the causal relationship between two or more variables. By investigating how one factor, such as study hours, influences another, such as exam scores, researchers can move beyond mere description to understand why social patterns exist. This type of research often uses experimental or statistical methods to control for other variables, providing more confidence in the identified cause-and-effect links. It is essential for developing and testing social theories.

**124.** (B) Identifying a research problem.
The research process begins with the identification of a specific problem, question, or gap in knowledge that requires investigation. This initial step is critical because it defines the focus and scope of the entire study. A well-defined research problem provides the necessary direction for formulating hypotheses, selecting a research design, and determining the appropriate methods for data collection. Without a clear starting point, the research would lack purpose and would be unable to produce meaningful or useful results for the academic community.

**125.** (A) Both A and R are true and R is the correct explanation of A.
For a hypothesis to be scientifically valid, it must be testable through empirical observation and analysis. A testable hypothesis is phrased in a way that allows a researcher to gather data that can either support or refute the prediction. If a statement cannot be subjected to this type of evaluation, it remains a matter of speculation or belief rather than scientific inquiry. The requirement of testability ensures that research is grounded in observable social reality, allowing for the objective validation or modification of social theories.

**126.** (D) Non-participant Observation.
Non-participant observation is a research technique where the investigator observes a social group or event from a distance without becoming an active member or intervening in the activities. This approach allows the researcher to capture behaviors in their natural setting while remaining as unobtrusive as possible. By maintaining this distance, the researcher can minimize their influence on the subjects' behavior, potentially resulting in more authentic data. This method is particularly useful for studying public interactions or social phenomena where direct involvement is not possible or desirable.

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**127.** (A) A double-barreled question.
A double-barreled question is an error in survey design where two distinct issues are combined into a single question, yet only one answer is allowed. In this case, asking about both library and computer facilities prevents the respondent from expressing different levels of satisfaction for each. This leads to ambiguous data that is difficult to interpret accurately, as the researcher cannot know which facility the response refers to. To ensure clarity and precision, researchers should break such inquiries into two separate and specific questions.

**128.** (B) Systematic Sampling.
Systematic sampling is a probability-based technique where the researcher selects participants at regular intervals from a complete list of the population. The process typically begins with a random starting point, and then every 'kth' individual is chosen until the desired sample size is reached. This method is efficient and easy to implement, especially with large populations. It ensures a high degree of representativeness, provided that the population list is not organized in a way that coincides with the sampling interval, which would introduce bias.

**129.** (B) Interval.
Temperature measured in Fahrenheit or Celsius is a classic example of an interval scale of measurement. This scale features equal mathematical distances between the points on

**115.** (B) II, I, III, V, IV.
A research report follows a standard chronological structure to ensure that the study is presented logically and clearly. It begins with an introduction that sets the stage, followed by the methodology section that explains how the study was conducted. The findings or results are then presented, leading to the final conclusion where the implications are discussed. The bibliography is placed at the end to provide the full list of sources cited throughout the report. This structure helps the reader follow the researcher's reasoning and evaluate the study.

**116.** (D) The entire group of individuals that the researcher is studying.
In research, the term 'population' refers to the complete set of individuals, objects, or events that share common characteristics and are the focus of the study. It is the broad group from which the researcher intends to draw conclusions. Because it is often impossible or impractical to study every member of a population, a smaller subset, known as a sample, is selected for data collection. The ultimate goal of research is to generalize the findings from this sample back to the entire target population.

**117.** (C) Nominal.
The nominal scale is the most basic level of measurement, used for classifying data into mutually exclusive categories without any inherent order or ranking. It serves only to label or identify different groups, such as gender, religious affiliation, or country of birth. Because the categories have no numerical value or hierarchy, mathematical operations like addition or subtraction cannot be performed. The nominal scale provides qualitative information that allows researchers to group participants and identify the frequency of different attributes within a sample or population.

**118.** (B) To credit others and avoid plagiarism.
Using a consistent citation pattern is a mandatory requirement in academic writing to acknowledge the work of other scholars and to distinguish the researcher's own ideas from those of others. By providing clear references, the researcher avoids plagiarism and upholds the integrity of the scientific process. Furthermore, citations provide a clear path for readers to verify the evidence and explore the cited works for more information. This transparency is essential for building a credible and evidence-based argument in a research report.

**119.** (D) Include sources consulted but not cited.
A bibliography is a comprehensive list of all the materials that informed a research project, including books, articles, and reports that the researcher read but did not directly quote or cite in the text. This is more inclusive than a reference list, which only includes the works that were explicitly cited. Providing a bibliography demonstrates the depth and breadth of the researcher's investigation and acknowledges the general intellectual foundation of the study. Both sections are essential for academic transparency and for crediting the work of others.

**120.** (C) a, b and c only.
Objectivity is a fundamental principle in social research, requiring that findings be based on empirical evidence rather than personal opinion. While researchers should strive for this ideal, it is important to recognize that their own cultural background and values can present challenges to complete neutrality. Using quantitative methods can help reduce bias by providing standardized data, but it does not automatically guarantee perfect objectivity. Maintaining transparency and following systematic procedures are the most effective ways to ensure that research remains as objective and reliable as possible.

**121.** (C) Research.
Research is defined as a systematic and disciplined inquiry designed to gather information and increase our collective understanding of specific social phenomena. Unlike casual opinions or beliefs, research relies on structured methods of data collection and analysis to ensure that conclusions are based on empirical evidence. This commitment to a rigorous process allows researchers to identify patterns, test theories, and develop reliable knowledge that can inform policy and practice. By following these scientific principles, research provides a more accurate and trustworthy representation of social reality.

**122.** (C) Statement I is false, but Statement II is true.
The scientific method is not a rigid or unchangeable set of rules but rather a flexible and

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**94.** (D) Correlational research.
Correlational research is a type of non-experimental study designed to examine the relationship between two or more variables. It measures the extent to which variables change together, allowing researchers to identify patterns and predict outcomes. While this approach can show that a relationship exists, it does not demonstrate that one variable causes the other. This type of research is valuable for identifying trends in social behavior and for generating hypotheses that can later be tested using more controlled experimental or explanatory research designs.

**95.** (B) b, c and d only.
The interview method offers several advantages for data collection, including the ability to clarify responses and probe deeper into complex issues. It is also an effective tool for gathering information from individuals who may have limited literacy skills, as the interaction is primarily verbal. Additionally, interviews often yield higher response rates than mailed questionnaires due to the personal nature of the engagement. However, interviews are typically more expensive and time-consuming than other methods, making them a significant investment of resources for a research project.

**96.** (B) It serves as a benchmark against which the alternative hypothesis is tested.
The null hypothesis is a foundational element in statistical inference, serving as a default assumption that no significant relationship exists between variables. Its primary role is to provide a clear statement that can be tested and potentially rejected based on empirical evidence. If the data shows a significant effect, the researcher can reject the null hypothesis in favor of the alternative hypothesis. This structured process provides a rigorous and objective way to evaluate the strength of the research findings and to minimize the role of chance.

**97.** (B) Quantitative data analysis.
SPSS is a powerful software tool specifically designed for the management and analysis of quantitative data. It enables researchers to perform a wide range of statistical operations, from basic descriptive counts to advanced inferential tests and predictive modeling. By facilitating the processing of numerical data, SPSS allows social scientists to identify trends, test hypotheses, and draw statistically valid conclusions. While other tools exist for qualitative analysis, SPSS remains the industry standard for researchers working with numerical datasets in the behavioral and social sciences.

**98.** (A) Anonymity.
Anonymity is a specific ethical safeguard where the researcher ensures that no identifying information is collected about the participants. This means that even the researcher cannot link a particular response to a specific individual. This is a higher level of protection than confidentiality, where identifying data is known but kept private. Anonymity is frequently used in social surveys to encourage honest participation and to protect respondents from any potential harm or social stigma that could result from their involvement in the study.

**99.** (C) Reference List.
A reference list is a formal section at the end of a research report that includes only the sources that were directly cited within the text. It provides the necessary bibliographic information for readers to locate the evidence used to support the researcher's claims. In contrast, a bibliography is more inclusive, listing all materials consulted during the project, regardless of whether they were cited. Providing an accurate reference list is essential for maintaining academic integrity, avoiding plagiarism, and acknowledging the intellectual work of others.

**100.** (A) Both A and R are true and R is the correct explanation of A.
Selecting a proper research design is fundamental to the success of any study because it provides the overall strategy for answering the research questions. The design acts as a structural framework that dictates how data will be collected, measured, and analyzed. Without a coherent design, the research process may lack focus, leading to findings that are unreliable or invalid. By choosing a design that aligns with the study's objectives, researchers can ensure that their investigation is conducted systematically and produces credible results.

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the scale, allowing for precise comparisons of differences. However, it lacks an absolute zero point; zero degrees does not mean a complete absence of heat. Because there is no true zero, researchers cannot make ratio statements, such as saying 40 degrees is twice as hot as 20 degrees. The interval scale is useful for many psychological and social measurements.

**130.** (B) a, b, c, and e only.
Social science research relies on established and systematic methods of data collection to ensure the reliability and validity of findings. This includes primary methods like observation, questionnaires, and interviews, as well as secondary methods such as using libraries and the internet to access existing sources. Intuitive guessing is not considered a scientific method because it lacks empirical evidence and systematic procedures. By utilizing structured techniques, researchers can gather accurate information that reflects social reality rather than personal assumptions or unverified insights.

**131.** (C) The overall approach and rationale of the process.
Methodology refers to the comprehensive theoretical and philosophical framework that guides a research project. It encompasses the principles, logic, and reasoning behind the choice of specific methods and the overall research strategy. Rather than just being a collection of tools, methodology provides the justification for why a particular approach is appropriate for answering the research questions. A clear methodology ensures that the study is conducted in a coherent and systematic manner, allowing for the production of valid and reliable knowledge.

**132.** (D) Objectivity.
The influence of a researcher's personal values and beliefs on the data analysis and interpretation is a direct challenge to the principle of objectivity. Objectivity requires that the research process and findings remain as neutral and unbiased as possible, based on empirical evidence rather than subjective viewpoints. While complete neutrality can be difficult to achieve in the social sciences, researchers must use systematic methods and maintain transparency to minimize individual influence. Protecting objectivity is essential for ensuring that research findings are credible and trustworthy.

**133.** (C) Applied Research.
Applied research is specifically designed to address and solve practical, real-world problems. Unlike basic or fundamental research, which focuses on developing general theories and expanding knowledge for its own sake, applied research is more localized and intervention-oriented. It seeks to provide evidence-based insights that can be used directly to improve social programs, organizational practices, or government policies. This type of research is highly valued for its immediate utility and its ability to contribute to positive change and social development in specific contexts.

**134.** (B) Hypothesis.
A hypothesis is a tentative, testable statement that predicts a relationship between two or more variables. It serves as a guiding conjecture that allows researchers to focus their data collection and analysis. By formulating a clear hypothesis, the study has a specific direction, and the evidence gathered will either support or refute the initial prediction. This structured approach is a core part of the scientific method, ensuring that research moves beyond simple observation to the objective testing of theoretical propositions.

**135.** (C) P-3, Q-2, R-4, S-1.
Measurement scales determine the level of information and precision provided by research data. The nominal scale labels categories like country of birth. The ordinal scale provides a rank or order, such as student rankings. The interval scale, like IQ scores, has equal distances but no true zero. The ratio scale, such as temperature in Kelvin, includes an absolute zero point. Choosing the correct scale is vital because it dictates the types of mathematical and statistical analyses that can be performed on the collected data.

**136.** (A) A government census report.
A secondary data source consists of information that has been previously collected, processed, and published by an individual or organization other than the current researcher. A government census report is a primary example, as the data gathering was performed by a state agency for general use. In contrast, tools like focus groups,

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participant confidentiality to protect the rights of individuals. Falsification of data is another major ethical breach that undermines the integrity of the scientific record. While accurate reporting of negative findings is a professional responsibility, it is considered a positive scientific value rather than a potential ethical issue. Maintaining high ethical standards is essential for ensuring public trust in research and for protecting the well-being of those who contribute to social inquiry.

**81.** (B) Descriptive research.
Descriptive research is specifically designed to provide a comprehensive and accurate account of a particular social situation, event, or group. Its goal is to document the current state of a phenomenon by answering questions such as what, who, and where. While it does not investigate why a situation occurs, it provides the essential factual evidence needed for a complete understanding of the subject. This type of research is foundational for identifying trends and for informing the development of more complex explanatory or experimental studies.

**82.** (C) Statement I is false, but Statement II is true.
A hypothesis is not a definitive answer but rather a testable prediction that guides the research process. It is a tentative statement that must be evaluated against empirical data. Within this framework, a null hypothesis specifically proposes that there is no significant relationship or difference between the variables being studied. Researchers use statistical tests to determine if the evidence is strong enough to reject this assumption. This structured approach ensures that findings are based on objective evidence rather than the researcher's initial expectations.

**83.** (C) An interview is oral administration while a questionnaire is written.
The primary distinction between an interview and a questionnaire is the method of administration. Interviews involve a verbal interaction where the researcher asks questions orally and records the respondent's answers, allowing for immediate clarification and probing. Questionnaires, on the other hand, are presented in a written or digital format and are typically self-administered by the participant. While both tools can collect similar types of data, the choice between them depends on the research objectives, the sample size, and the need for in-depth information.

**84.** (D) Conducting a literature review to identify gaps in knowledge.
Utilizing library resources and the internet is fundamental for the literature review phase of any research project. This process involves searching for existing books, academic journals, and reports related to the research topic. By evaluating what has already been discovered, researchers can situate their work within the broader scientific context and identify specific areas that require further investigation. This prevents unnecessary duplication of effort and ensures that the new study makes a meaningful and original contribution to the existing body of social knowledge.

**85.** (A) P-3, Q-2, R-4, S-1.
Different sampling techniques are chosen based on the study's goals and the nature of the population. Convenience sampling relies on easily accessible subjects, while purposive sampling uses the researcher's judgment to select specific cases. Cluster sampling involves selecting groups rather than individuals, which is often more practical for large geographic areas. Stratified sampling ensures representation by dividing the population into relevant subgroups. Each method has unique implications for the representativeness and generalizability of the findings, making the selection process a critical research decision.

**86.** (B) Participant observation.
Participant observation is a qualitative research method where the researcher immerses themselves in the daily life of the social group they are studying. By joining the group's activities, either openly or in a hidden manner, the researcher can gain an insider's understanding of social norms, behaviors, and cultural meanings. This prolonged engagement allows for the collection of rich, detailed data that might be missed by more distant methods. It is particularly effective for studying complex social interactions and for understanding the subjective experiences of participants.

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researchers can determine if the observed changes are truly caused by the intervention. This high level of control provides the strongest evidence for causality, making it a critical tool for testing scientific theories and policy interventions.

**144.** (B) It is solvable within available resources and time.
Feasibility is a practical criterion for identifying a good research problem, ensuring that the investigation can be successfully completed given the existing constraints. A feasible study is one where the researcher has sufficient time, funding, access to participants, and the necessary expertise to collect and analyze the data. If a problem is too broad or requires resources that are unavailable, the research will likely remain unfinished. Selecting a manageable and realistic problem is essential for ensuring that the project leads to valid and meaningful conclusions.

**145.** (A) a, b and d only.
Sampling techniques are broadly divided into probability and non-probability categories. Probability techniques, like simple random or stratified random sampling, allow for the generalization of findings because every member of the population has a known chance of selection. Non-probability techniques, such as snowball or convenience sampling, are often used in qualitative research for their ease of access or for reaching specific groups, but they do not allow for statistical generalization. Understanding these differences is vital for determining the appropriate scope and validity of the research conclusions.

**146.** (A) Covert, non-participant observation.
Observing a group through a one-way mirror is a form of covert, non-participant observation because the subjects are unaware they are being watched, and the researcher is not involved in their activities. This approach minimizes the "observer effect," where participants might change their behavior if they know they are being monitored. By remaining hidden and detached, the researcher can capture more natural and authentic social interactions. This method is particularly useful in social psychology and educational research for studying spontaneous behaviors in a controlled but naturalistic environment.

**147.** (C) Ordinal.
A Likert scale is a common measurement tool used in social research to gauge attitudes and opinions. It is an example of an ordinal scale because the response categories have a clear logical order, ranging from strong disagreement to strong agreement. However, while we know that "Agree" is more positive than "Disagree," we cannot say that the distance between these categories is mathematically equal or precisely measured. The ordinal scale allows researchers to rank participants based on their responses, providing valuable information about relative intensity or frequency.

**148.** (D) Perform statistical calculations on data sets.
SPSS is a comprehensive software package designed specifically for the management and statistical analysis of data in the behavioral and social sciences. Its primary function is to help researchers process large amounts of numerical information, allowing them to perform both simple descriptive counts and complex inferential tests. By automating these calculations, SPSS increases the speed and accuracy of the analysis, reducing the potential for human error. It is a vital tool for transforming raw data into the evidence needed to test hypotheses and draw meaningful scientific conclusions.

**149.** (C) Fabrication.
Fabrication is a severe form of scientific misconduct that involves intentionally inventing or misrepresenting data to support a desired conclusion. This unethical practice violates the fundamental principles of honesty and transparency that underpin all scientific research. By creating fictional results, the researcher misleads the academic community and the public, undermining the credibility of the entire field. Maintaining high ethical standards, including the honest reporting of all findings, is essential for ensuring that research remains a reliable and trustworthy source of knowledge for society.

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**150.** (A) Both A and R are true and R is the correct explanation of A.
A well-structured research report is essential for the effective communication of scientific findings. By following a logical organization, typically including an introduction, methodology,

results, and discussion, the researcher provides a clear roadmap for the reader. This structure helps others understand the reasoning behind the study, the methods used to gather evidence, and the significance of the final results. Clarity and transparency in reporting are vital for allowing other scholars to evaluate the work, replicate the findings, and build upon the knowledge produced.

**151.** (D) 'How'.
Methodology and method represent two different levels of the research process. Methodology is concerned with the overarching theoretical and philosophical framework that explains why a particular approach is being taken. In contrast, a method is the specific technique or tool, such as a survey, interview, or experiment, that answers the question of "how" the data will be collected and analyzed in practice. Understanding the relationship between these two concepts is essential for designing a coherent study where the practical actions are logically justified by the overall strategy.

**152.** (A) Convenience Sampling.
Convenience sampling is a non-probability technique where the researcher selects participants who are most easily accessible and willing to take part in the study. While this method is quick, easy, and inexpensive, it is highly likely to produce a biased sample that does not accurately reflect the characteristics of the entire population. Therefore, findings from convenience samples cannot be generalized with any statistical confidence. This approach is often used in the early, exploratory stages of research or for quick market feedback where broad representativeness is not the primary concern.

**153.** (C) Two-way and cyclical.
The relationship between theory and research is dynamic and continuous. Theory provides the initial framework and hypotheses that guide empirical research. Conversely, the findings from research are used to test, refine, or even generate new theories. This cyclical process ensures that social theories are grounded in social reality and that empirical studies are theoretically meaningful. Knowledge grows as researchers move back and forth between abstract ideas and observable data, constantly improving our understanding of human behavior and complex societal structures.

**154.** (A) Systematic empiricism.
The scientific method is fundamentally based on systematic empiricism, which means that knowledge is acquired through structured and objective observation of the real world. This approach rejects unsubstantiated beliefs, intuition, or tradition as primary sources of truth, requiring instead that claims be supported by measurable evidence. By following standardized procedures for data collection and analysis, researchers can minimize bias and ensure that their findings are reliable and verifiable. This commitment to evidence-based inquiry is what distinguishes scientific research from other ways of understanding human social life.

**155.** (B) a, b, c, and e only.
A research design is the comprehensive plan for a study, developed before the data collection begins. It includes a clear statement of the research problem, the specific procedures for gathering data, the plan for selecting a sample, and the strategies for data analysis. While a design should lead to conclusions, the final conclusions themselves are the result of the study rather than an element of the initial plan. A complete and well-thought-out design is essential for ensuring that the research is conducted in an organized, logical, and efficient manner.

**156.** (B) It is the statement the researcher tries to support.
In the context of statistical testing, the alternative hypothesis ($H_1$) represents the researcher's actual prediction or the effect they expect to find. It is the statement that suggests a significant relationship or difference exists between the variables being studied. Researchers test this against the null hypothesis, which assumes no effect exists. If the empirical evidence is strong enough to reject the null hypothesis, it provides support for the alternative hypothesis. This structured approach is central to the scientific method and ensures findings are based on evidence.

**157.** (C) An article in a newspaper reporting on a scientific study.
A primary source provides direct, firsthand evidence from the time or event being studied,

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such as original video recordings, interview transcripts, or artifacts. In contrast, a newspaper article reporting on a scientific study is a secondary source because it is an interpretation and summary of someone else's original work. Secondary sources are valuable for providing background and context, but they are one step removed from the original data. Distinguishing between these two types of sources is important for evaluating the reliability and originality of the evidence used in research.

**158.** (D) It is easier to record and compare data systematically.
Structured observation involves using a pre-defined checklist or coding system to record specific behaviors during a study. This standardization is a major advantage because it ensures that all observations are conducted in the same way, making it much easier to quantify the data and compare results across different settings or participants. While it may be less flexible than an unstructured approach, structured observation increases the reliability of the findings and is particularly useful for identifying specific patterns of interaction or frequency of behaviors in a social setting.

**159.** (A) Acknowledging the researcher's intellectual debts.
A bibliography is a formal list included at the end of a research report that documents all the sources, such as books, articles, and reports, that were consulted during the project. Providing this list is an essential ethical and professional requirement that acknowledges the intellectual contributions of other scholars. It also serves to prevent plagiarism by clearly distinguishing the researcher's own work from existing ideas. For readers, a bibliography provides a valuable resource for verifying the evidence and for exploring the research topic in more detail.

**160.** (A) P-3, Q-1, R-4, S-2.
Ethical principles are fundamental to the integrity of social science research. Plagiarism involves the unauthorized use of others' work, while fabrication is the dishonest creation of fictional data. Both are serious ethical violations. To protect participants, researchers must ensure informed consent, where individuals voluntarily agree to participate after being fully informed. Confidentiality ensures that the private identities of participants are protected from public disclosure. Adhering to these standards ensures that research is conducted honestly and that the rights and well-being of human subjects are prioritized.

**161.** (B) The Abstract.
An abstract is a brief but comprehensive summary located at the beginning of a research report. Its purpose is to provide the reader with a quick overview of the study's core elements, including the research problem, the methods used, the most important findings, and the final conclusions. This concise representation allows other scholars to quickly determine if the research is relevant to their own work. A well-crafted abstract is an essential component of professional academic writing, facilitating the rapid dissemination and evaluation of social science research findings.

**162.** (A) Both Statement I and Statement II are true.
Research methodology and methods are two distinct but closely related levels of inquiry. Methodology refers to the overarching theoretical framework and principles that guide how a research problem should be solved systematically. It provides the rationale for the entire study. Methods are the specific, practical tools and techniques, such as surveys or interviews, used to collect and analyze the actual data. Together, they ensure that the research process is both theoretically justified and practically sound, leading to the production of reliable and scientifically valid knowledge.

**163.** (C) Objectivity.
Maintaining objectivity is a fundamental goal in social science research, requiring that the investigator's personal biases and beliefs do not distort the collection or interpretation of data. Because researchers are part of the social world they study, they must actively use systematic procedures and maintain a neutral stance to ensure findings are based on empirical evidence. This commitment to objectivity increases the credibility of the research, as it ensures that the conclusions represent an accurate reflection of social reality rather than a subjective or prejudiced viewpoint.

NODIA

analyzing existing government datasets involves using secondary sources, as the information was already compiled by others. Understanding this distinction is vital for determining the originality and context of the research evidence.

**206.** (D) Allows researchers to study what people do, not what they say.
Observation is a valuable research method because it allows investigators to capture social behavior as it occurs in natural settings, providing direct evidence of human interaction. Unlike interviews or questionnaires, which rely on self-reported data that can be influenced by memory errors or the desire to appear in a positive light, observation focuses on actual actions. This method can reveal patterns of behavior that participants may not be consciously aware of or willing to disclose, offering a more authentic and objective view of social reality.

**207.** (A) Purposive Sampling.
Purposive sampling is a non-probability technique where the researcher uses their own knowledge and judgment to select a sample of individuals who are most likely to provide useful and relevant information. This approach is often used in qualitative research when the goal is to study specific groups or individuals who possess unique experiences or characteristics. While it does not allow for statistical generalization to a larger population, purposive sampling is highly effective for gaining deep insights into complex social phenomena and for developing theoretical concepts.

**208.** (B) Ratio.
The weight of a person measured in kilograms is an example of a ratio scale of measurement, which is the most precise and informative level. It features equal mathematical distances between values and, crucially, includes an absolute zero point that represents the complete absence of the attribute. This allows for all mathematical operations and for meaningful ratio comparisons, such as saying that a 100 kg weight is exactly twice as heavy as 50 kg. Ratio scales are essential for many physical and social measurements in research.

**209.** (B) Reduces the chance of calculation errors and saves time.
Using specialized software for data analysis is highly beneficial in social science research as it significantly enhances both efficiency and accuracy. Computers can process vast amounts of numerical information and perform complex statistical tests much faster than a human could manually. By automating these repetitive and mathematically demanding tasks, the software minimizes the risk of human error in calculation. This allows researchers to spend more of their time on the critical intellectual work of interpreting the findings and developing meaningful social theories.

**210.** (C) P-4, Q-1, R-2, S-3.
A research report is organized into specific sections, each with a clear purpose. The introduction sets the stage by stating the problem and objectives. The methodology section details how the study was conducted. The findings section presents the actual results of the data analysis, often using visual aids like tables or charts. Finally, the bibliography lists all the sources consulted. This structured format ensures that the research is transparent and logical, allowing other scholars to evaluate the work and the significance of the results.

**211.** (C) It promotes a dogmatic and uncritical view of society.
The core significance of social science research lies in its commitment to a systematic and evidence-based understanding of human life. Rather than being dogmatic, scientific research encourages a critical and objective evaluation of social norms and societal structures. It provides the empirical foundation necessary for theory building, social welfare planning, and the development of effective public policies. By challenging misconceptions and providing reliable data, research helps society address complex problems and promotes a deeper, more accurate understanding of the social world as it changes.

**212.** (D) Empirically verifiable.
In the context of scientific research, a fact is defined as an empirical statement that has been verified through systematic observation and evidence. Unlike personal beliefs or moral

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**171.** (D) Rapid access to a vast range of journals, books, and reports.
The internet has significantly enhanced the research process by providing quick and easy access to an extensive variety of academic resources from around the world. Researchers can now locate peer-reviewed journals, government reports, and scholarly books with a level of speed that was previously impossible. This accessibility allows for more thorough literature reviews and helps researchers stay up-to-date with the latest findings in their field. While it is still necessary to evaluate the quality of online sources, the sheer volume of information available is a major advantage.

**172.** (B) Population.
In research, a sample is a smaller subset of individuals selected from a larger, target population to be the subjects of data collection. The goal is to study this group and then use the findings to make inferences or generalizations about the characteristics of the whole population. Because it is often impractical to study every single member of a large group, sampling provides an efficient and effective way to gather reliable evidence. The accuracy of the findings depends on how well the sample represents the diverse population.

**173.** (C) Non-maleficence.
The principle of non-maleficence is a core ethical requirement in research, obligating the researcher to ensure that their study does not cause any physical, psychological, or social harm to the participants. This involves identifying potential risks and taking steps to minimize them throughout the research process. Protecting the well-being and dignity of human subjects is essential for maintaining ethical integrity and public trust. This commitment ensures that the pursuit of scientific knowledge is always balanced against the fundamental rights and safety of the individuals who contribute to the research.

**174.** (D) Methodology.
The methodology section of a research report is dedicated to providing a clear and detailed description of how the study was conducted. It explains the overall research design, the methods used for data collection, the sampling technique, and the procedures for data analysis. This transparency is essential because it allows other researchers to evaluate the reliability of the work and to replicate the study if needed. A well-written methodology ensures that the process is logical and that the findings are based on sound scientific procedures.

NODIA

**175.** (A) Both A and R are true and R is the correct explanation of A.
The null hypothesis is a central component of statistical testing in the scientific method, providing a clear and neutral statement that there is no relationship or effect between variables. Its primary role is to act as a benchmark that can be tested against the empirical data. If the evidence is strong enough, the researcher can reject the null hypothesis, providing a statistically sound basis for concluding that a real effect exists. This structured approach helps to minimize the influence of chance and ensures objective decision-making.

**176.** (B) Facts are objective; values are subjective and normative.
In social science, facts are empirical statements about reality that can be verified through observation and evidence. They are objective representations of "what is." In contrast, values are subjective beliefs or normative judgments about what is desirable, moral, or important. They represent "what ought to be." While research should be grounded in facts to ensure its scientific validity, it is important to recognize that values can influence the research process. Distinguishing between the two is essential for maintaining clarity and for ensuring that findings are objective.

**177.** (B) Cross-sectional design.
A cross-sectional design is a type of research where data is collected from a sample of a population at a single, specific point in time. This approach is often used to provide a "snapshot" of current social attitudes, behaviors, or characteristics across different groups. It is efficient and less expensive than longitudinal designs, which involve studying the same group over a longer period. Cross-sectional studies are highly valuable for identifying trends and correlations within a population at a particular moment in their social development.

**178.** (A) Presenting someone's work as one's own without citation.
Plagiarism is a major ethical violation in academic research, involving the use of another person's ideas, words, or data without providing proper credit through citation. This deceptive practice undermines the principles of intellectual honesty and transparency that are essential to the scientific community. Researchers must ensure that all sources used in their work are correctly identified to avoid plagiarism. Proper referencing not only respects the original authors but also allows readers to trace the evidence and evaluate the researcher's arguments with confidence.

**179.** (C) Bibliography.
A bibliography is a formal and comprehensive list included at the end of a research report that documents all the sources, such as books, articles, and reports, that were consulted during the project. This includes materials that were read for background information but not necessarily quoted or cited directly in the text. This is more inclusive than a reference list, which only contains works that were explicitly cited. Providing a bibliography demonstrates the researcher's thoroughness and gives credit to the broader body of work that informed the study.

**180.** (D) a, b, c, d, and e.
Ethical conduct in social research encompasses several key responsibilities, including obtaining informed consent, ensuring the privacy of participants through anonymity or confidentiality, and avoiding deception. Additionally, researchers must report their findings honestly without any data fabrication and, where possible, ensure that the benefits of the research are shared with those who participated. These ethical standards are essential for protecting human rights, maintaining scientific integrity, and fostering a relationship of trust between the academic community and the general public during any social investigation.

**181.** (C) Generate reliable knowledge for understanding society.
The primary significance of social science research lies in its capacity to produce systematic and evidence-based knowledge about human behavior and societal structures. By using disciplined methods of inquiry, researchers can identify patterns, test theories, and provide objective insights that move beyond common sense or personal belief. This reliable information is essential for understanding complex social issues and for informing the development of effective public policies. Ultimately, research contributes to a deeper and more accurate collective understanding of the social world as it evolves.

**182.** (C) Statement I is true, but Statement II is false.
In research, methods are specific techniques used for data collection and analysis, and they are considered a subset of the broader methodology, which is the theoretical framework that guides the entire study. A research methodology is highly influenced by the research question, as the nature of the inquiry dictates the most appropriate logical approach and the choice of specific methods. Understanding the relationship between the question, the methodology, and the methods is essential for designing a coherent and valid social science study.

**183.** (D) Scientific method.
The scientific method is a rigorous approach to investigation characterized by systematic, empirical, and controlled observation. It focuses on testing hypothetical propositions about the relationships between natural or social phenomena using objective evidence. By following standardized procedures, researchers can minimize bias and ensure that their findings are reliable and verifiable by others. This commitment to evidence-based inquiry is what distinguishes scientific research from subjective or anecdotal ways of understanding the world. It provides a structured framework for the continuous advancement of knowledge.

**184.** (A) Stratified random sampling.
Stratified random sampling is the most appropriate technique when a researcher needs to ensure that a sample is representative of a diverse population. By dividing the population into relevant subgroups, such as income brackets or geographical districts, and then randomly selecting participants from each, the researcher can ensure that all segments are accurately represented. This method reduces sampling error and increases the precision of the findings, allowing for more confident generalizations

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about the entire city's household income levels for important policy planning.

**185.** (B) P-4, Q-2, R-1, S-3.
The research process involves several distinct but interconnected steps. Identification begins with a literature review to find a gap in current knowledge. Data collection is the practical phase where tools like questionnaires are administered to gather information. Data analysis involves processing that information, often using software like SPSS to perform statistical tests. Finally, report writing is the formal presentation of the entire study and its results. Each step is critical for ensuring that the research is systematic, transparent, and scientifically valid.

**186.** (A) Validation.
Validation is the critical phase in the scientific method where a researcher tests an initial hypothesis against the collected empirical data. The purpose is to determine whether the real-world evidence supports or refutes the predicted relationship between variables. This process is essential for ensuring that research findings are based on social reality rather than personal assumptions or guesses. Through validation, scientific claims are objectively evaluated, leading to the confirmation, modification, or rejection of theoretical propositions and the advancement of reliable social knowledge.

**187.** (D) It should be appropriate and help minimize research bias.
A good research design acts as a logical and structural guide for a study, developed before any data collection begins. Its primary function is to ensure that the investigation is conducted systematically and that the methods used are appropriate for answering the specific research questions. By establishing a clear plan for sampling, measurement, and analysis, a robust design helps to minimize potential researcher bias and increases the reliability and validity of the results. This structural foundation is essential for producing credible findings.

**188.** (B) Group Interview.
A focus group is a qualitative research method that involves a facilitated discussion among a small group of individuals about a specific topic. It is essentially a group interview where the researcher, acting as a moderator, encourages participants to share their opinions, feelings, and experiences. This approach is valuable for capturing a range of perspectives and for observing how individuals interact and influence each other's views. It provides rich, nuanced data that can offer deeper insights into social attitudes than a standard individual interview.

**189.** (C) Interval.
The interval scale of measurement features ordered categories with equal mathematical distances between the points on the scale. This allows researchers to compare the differences between values precisely. However, it lacks a true or absolute zero point, meaning that zero does not represent a complete absence of the attribute being measured. Common examples in social science include IQ scores or temperature in Celsius. Because there is no true zero, researchers can add and subtract values but cannot make meaningful ratio comparisons.

**190.** (D) It increases the speed and accuracy of complex calculations.
Using specialized software like SPSS is highly beneficial for social science research because it allows for the rapid and accurate processing of large numerical datasets. Computers can perform complex statistical calculations that would be extremely time-consuming and prone to human error if done manually. This efficiency allows researchers to focus their time and energy on higher-level intellectual tasks, such as interpreting the results and developing meaningful social theories. While technology aids in data processing, it remains a tool that supports the researcher's analytical judgment.

**191.** (A) Detailed presentation of methodology, data, analysis, and findings.
The main body of a research report is the core section where the study is presented in full detail. It must include a comprehensive description of the methodology used, a thorough presentation of the collected data, a systematic analysis of that data, and a clear statement of the findings. This detailed account is essential for ensuring that the research is transparent and that the conclusions are supported by evidence. It allows other scholars to follow the researcher's logic and to evaluate the work.

NODIA

**164.** (D) The role of research in theory-building.
Research is not just about gathering facts but is fundamentally linked to the development of social theories. When researchers observe new patterns or identify relationships through systematic study, these findings can lead to the initiation of new theoretical frameworks or the refinement of existing ones. This process of theory-building ensures that academic concepts are grounded in social reality and can accurately explain human behavior. This dynamic relationship between empirical evidence and abstract ideas is what drives the continuous growth of knowledge in the social sciences.

**165.** (B) (II, III) are non-probability, (I, IV) are probability.
Sampling techniques are categorized based on whether they use random selection. Simple random and stratified random sampling are probability techniques because every member of the population has a known and equal chance of being chosen, which allows for statistical generalization. In contrast, quota and convenience sampling are non-probability techniques that rely on the researcher's judgment or accessibility. These methods are often quicker and easier to implement but do not allow for the same level of confident generalization to the whole population.

**166.** (B) Adds new perspectives or information to existing knowledge.
A research problem is considered novel if it moves beyond what is already known to provide new insights, fresh data, or a different theoretical perspective on a topic. Novelty is an important criterion for good research, as it ensures that the study makes an original contribution to the scientific community. This can involve investigating a new phenomenon, applying an existing theory to a different context, or using a new methodology to re-examine an old problem. Originality is what drives the advancement of knowledge.

**167.** (D) A testable prediction.
A hypothesis is a tentative and testable statement that predicts a relationship between two or more variables. It is not a confirmed fact but a guiding conjecture that must be evaluated against empirical data. By formulating a clear hypothesis, the researcher defines the scope of the investigation and provides a specific focus for data collection and analysis. This structured approach is a core part of the scientific method, allowing for the objective testing of theoretical ideas through direct observation and social measurement.

**168.** (A) Mode of administration (oral vs. written).
The fundamental difference between an interview and a questionnaire is the way the information is gathered. An interview involves a direct, oral interaction where the researcher asks questions and records the respondent's verbal answers, allowing for immediate probing and clarification. A questionnaire is a written or digital list of questions that is typically self-administered by the participant. While both can be used to collect similar types of data, the choice between them depends on factors like sample size, the need for depth, and available resources.

**169.** (C) Primary data.
Primary data consists of original information that is collected firsthand by the researcher specifically to address the questions of their current study. Methods such as surveys, interviews, and observations are used to gather this data directly from the source. This type of information is highly valuable because it is tailored to the study's specific goals and provides fresh evidence of social phenomena. In contrast, secondary data is information that was already collected by others for different purposes, such as census reports or existing scholarly works.

**170.** (B) a, b and c only.
The scientific method is a logical and systematic approach to inquiry that relies on empirical evidence gathered through objective observation. It is characterized by being self-correcting, as findings are constantly open to modification or rejection when new evidence emerges. This approach rejects personal intuition or unverified beliefs as a primary basis for truth, requiring instead that claims be supported by measurable data. By following these structured principles, researchers can minimize error and produce knowledge that is reliable, verifiable, and grounded in observable social reality.

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integrity and for protecting the welfare of those who contribute to scientific research.

**199.** (D) To give credit and allow readers to find the source.
Citations are an essential component of professional academic writing, serving to acknowledge the original authors of the ideas and information used in a study. By providing clear references, the researcher avoids plagiarism and demonstrates intellectual honesty. Furthermore, citations provide a path for readers to locate the original works to verify the evidence and explore the research topic in more detail. This transparency is vital for building a credible, evidence-based argument and for contributing to the collective growth of knowledge in the scientific community.

**200.** (A) Both A and R are true and R is the correct explanation of A.
Distinguishing between methodology and method is crucial for a researcher to ensure that their study is both theoretically sound and practically effective. Methodology refers to the overarching philosophical and logical framework that justifies the research approach, while a method is the specific technique used to collect and analyze data. Confusing these two levels can lead to a poorly designed study where the chosen tools are not appropriate for the theoretical objectives. Understanding this relationship ensures the production of coherent and scientifically valid knowledge.

**201.** (C) To provide empirical grounding for theoretical concepts.
Research plays a foundational role in theory-building by providing the empirical evidence necessary to support, refine, or challenge abstract concepts. Social theories are not mere speculations but must be grounded in observable social reality to be scientifically useful. Through systematic data collection and analysis, researchers test theoretical predictions and identify patterns of behavior that can lead to the development of new frameworks. This continuous interaction between ideas and evidence ensures that social theories remain relevant, accurate, and capable of explaining human social interactions.

**202.** (C) Statement I is false, but Statement II is true.
Achieving complete objectivity is widely considered an impossible ideal in the social sciences because researchers are inherently influenced by their own values and cultural backgrounds. However, this does not mean that objectivity is irrelevant. Instead, researchers work toward this goal by actively identifying their potential biases and using systematic, transparent methods to control for them. By being self-reflective and following rigorous scientific procedures, researchers can minimize personal influence and produce findings that are based on evidence, increasing the overall reliability and credibility of their work.

**203.** (D) Identifying the variables to be studied.
The first step in formulating a hypothesis is the identification of the specific variables that will be investigated. A variable is any characteristic or attribute that can vary among individuals or groups, such as age, income, or social attitude. By clearly defining these variables, the researcher can then propose a testable prediction about how they are related. This initial clarity is essential for creating a focused and manageable research problem and for ensuring that the subsequent data collection and analysis are logically directed.

**204.** (B) Research design.
A research design is often referred to as the blueprint or master plan for a study. It provides the essential structure that guides the entire research process, from the initial question to the final data analysis. By outlining the strategies for sampling, measurement, and data collection in advance, the design ensures that the study is conducted in a logical, organized, and efficient manner. A well-constructed design is vital for maintaining the internal validity of the study and for ensuring that the findings are reliable.

**205.** (B) b, d, and e only.
Primary data collection involves the researcher gathering original information directly from the source to address their specific research questions. Methods such as conducting interviews, administering questionnaires, and observing social interactions are classic primary tools. These techniques allow the researcher to capture data that is specifically tailored to the current study. In contrast, reading textbooks or

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**192.** (B) Values.
A researcher's choice of topic is often influenced by their personal values, interests, and beliefs about what issues are socially important. While the scientific method demands objectivity during the collection and analysis of data, the initial decision to study a phenomenon like poverty and education is a normative one. Recognizing the role that values play in shaping research agendas is important for maintaining transparency. Acknowledging these influences helps the scientific community understand the motivation behind the study and the context in which the findings were produced.

**193.** (B) There is no difference in job satisfaction between genders.
A null hypothesis is a specific type of testable statement that assumes no significant relationship or difference exists between two variables in a population. By stating that job satisfaction is independent of gender, the researcher creates a neutral baseline for statistical testing. The purpose of the study is then to determine if the collected empirical evidence is strong enough to reject this assumption. This structured approach is central to the scientific method, ensuring that any conclusions are based on objective evidence.

**194.** (A) An in-depth investigation of a single individual, group, or event.
A case study is a qualitative research design that focuses on providing an intensive and detailed analysis of a single, specific unit, such as a person, a social group, or an event. The goal is to gain a deep and nuanced understanding of the complexities and contextual factors of that specific case. This approach often involves using multiple methods of data collection, such as interviews, observations, and document analysis. Case studies are particularly valuable for exploring unique phenomena or for developing new theoretical insights.

**195.** (A) a, b and d only.
Secondary data consists of information that has already been collected, processed, and published by others for a different purpose. Examples include government census reports, scholarly books and journals, and archival records. In contrast, data gathered from a survey conducted specifically for a current study is considered primary data. Utilizing secondary sources is a common and efficient research strategy, as it allows researchers to access existing knowledge, identify social trends, and establish the context for their own original investigations in the social sciences.

**196.** (D) The sample is unlikely to be representative of the population.
Convenience sampling is a non-probability technique that involves selecting participants who are most easily accessible to the researcher. While this method is fast and inexpensive, its major limitation is the high risk of sampling bias. Because participants are not chosen randomly, the sample is unlikely to accurately reflect the diversity and characteristics of the larger population. This means that any findings or conclusions drawn from a convenience sample cannot be statistically generalized to the whole group, limiting the study's overall external validity and scientific significance.

**197.** (C) Eye color (blue, brown, green).
A nominal variable is a type of categorical data used to label or group participants into distinct, mutually exclusive categories that have no inherent order or numerical value. Eye color is a perfect example, as "blue," "brown," and "green" are simply labels for different qualitative attributes. No mathematical operations like averaging or ranking can be performed on these categories. Nominal variables provide a basic level of measurement that allows researchers to describe the frequency and distribution of different characteristics within a social sample or population.

**198.** (B) Participants must be fully informed before agreeing to take part.
Informed consent is a mandatory ethical requirement in social science research involving human subjects. It ensures that every potential participant is given clear and sufficient information about the study's purpose, the procedures involved, and any potential risks or benefits before they decide to participate. This process allows individuals to make a voluntary and educated choice about their involvement. Respecting the autonomy and rights of participants is essential for maintaining ethical

NODIA

judgments, which are subjective, facts represent objective aspects of reality that can be tested and confirmed by others. Establishing facts is essential for providing a solid foundation for social analysis and for developing reliable theories. While the interpretation of facts may vary, the facts themselves must be grounded in observable data to be scientifically valid and useful.

**213.** (C) Systematic observation and experimentation.
The scientific method is a logical and disciplined approach to acquiring knowledge that prioritizes empirical evidence over intuition or tradition. It is characterized by systematic procedures for observation, measurement, and experimentation to ensure that findings are reliable and can be verified by others. By following these structured steps, researchers can minimize bias and identify patterns in human behavior or natural phenomena. This commitment to evidence-based inquiry is what distinguishes scientific research from other ways of understanding the world and allows for the continuous growth of knowledge.

**214.** (B) Complete and absolute objectivity is easily achieved in social sciences.
While objectivity is a fundamental goal in research, achieving complete and absolute neutrality is difficult in the social sciences. Researchers are themselves part of the social world they study, and their personal values and cultural background can influence the research process. Maintaining objectivity requires an ongoing and conscious effort to identify and minimize these potential biases through systematic methods and transparency. Recognizing these challenges is essential for producing findings that are based on evidence and for ensuring that the final conclusions are credible and trustworthy.

**215.** (A) IV, II, I, III.
The process of validating a hypothesis follows a logical sequence within a research project. It begins with the identification of a specific research problem, which then leads to the formulation of a testable hypothesis. Once the prediction is made, the researcher collects empirical data through various methods. The final step involves the analysis of this data to determine whether the evidence supports or refutes the initial hypothesis. This structured approach ensures that scientific claims are grounded in social reality rather than personal assumptions or guesses.

**216.** (A) Provides a structure and plan for conducting the research.
A research design is an essential component of any study because it provides the overall strategy and structural framework for answering the research questions. It outlines the specific plan for data collection, sampling, and analysis, ensuring that the entire process is conducted in an organized and logical manner. Without a clear design, the research could lack focus, leading to findings that are unreliable or invalid. A well-constructed design is vital for maintaining the internal validity of the study and for ensuring efficient use of resources.

**217.** (B) Both Statement I and Statement II are false.
Primary and secondary data are defined by their source and purpose. Primary data is original information collected for the first time by the researcher specifically for their current study. In contrast, secondary data is information that was previously gathered and processed by someone else for a different purpose, such as government records or published research. These definitions are opposite to what was stated in the question. Understanding this distinction is essential for determining the originality of the evidence and for assessing how it fits into the research.

**218.** (A) Prone to interviewer bias.
A major challenge of the interview method is the potential for interviewer bias, where the researcher's own expectations, verbal cues, or body language may influence the participant's responses. This can lead to data that reflects the researcher's views rather than the participant's true opinions. Maintaining neutrality is difficult during personal interactions. While interviews are excellent for gathering rich, qualitative information from various groups, researchers must use standardized procedures and be self-reflective to minimize their influence on the results and ensure the findings remain as objective as possible.

**219.** (D) Select a representative group from the population to study.
The main purpose of sampling is to choose a smaller, manageable group of individuals from

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**280.** (D) The nature of the research problem and hypotheses.
The selection of a specific research design is primarily influenced by the nature of the research problem and the stated hypotheses. Different types of inquiries require different structural approaches, such as experimental, correlational, or descriptive designs. The design must be chosen to best address the unique requirements of the research question, ensuring the most effective and credible pursuit of answers.

**281.** (A) Original data collected firsthand by the researcher for a specific study.
Primary data refers to original information that a researcher gathers directly for the first time to address a specific research question. Unlike secondary data, which is already available, primary data is tailored to the needs of the current study. This firsthand collection offers high levels of control over the data quality and ensures that the information is highly relevant.

**282.** (B) Participant observation.
Participant observation is a data collection method where the researcher becomes actively involved in the setting or community being studied. By experiencing the internal dynamics firsthand, the researcher gains a deep understanding of behaviors and social interactions from an insider's perspective. This systematic approach allows for the recording of detailed qualitative information that might not be accessible through more detached methods.

**283.** (B) Questionnaire.
A questionnaire is a primary data collection tool consisting of a set of written questions designed to gather information from respondents. Often used in surveys or statistical studies, it typically provides a choice of answers for participants to select. Questionnaires are highly efficient for reaching large audiences and can be administered either by the researcher or by the respondents themselves.

**284.** (A) Provide deep, nuanced information.
Interviews are purposeful conversations that allow researchers to collect deep and nuanced information. Because they involve direct interaction with respondents, interviews can explore complex thoughts, feelings, and experiences in detail. This method provides a level of depth and qualitative richness that standard questionnaires often lack, making it ideal for studies that require a thorough understanding of participant perspectives.

**285.** (C) A structured interview.
A structured interview is a data collection technique where the researcher follows a fixed and predetermined set of questions in a specific order. This consistency ensures that every respondent is asked the same questions, allowing for easier comparison and analysis of the data. This method balances the direct interaction of an interview with the standardization required for more systematic data comparison.

**286.** (D) Information that has been previously collected by others for a different purpose.
Secondary data is information that already exists because it was collected by someone else for a reason other than the researcher's current project. Examples include census reports, academic journals, and organizational records. Utilizing these sources allows researchers to build upon existing knowledge and perform analysis without the need to engage in the time-consuming process of original data collection.

**287.** (C) It saves significant time and financial resources.
One of the most significant benefits of secondary sources is the efficiency they offer in terms of time and cost. Researchers can access vast amounts of high-quality data that have already been gathered, avoiding the expensive and lengthy process of primary data collection. This allows for more extensive studies or the analysis of large datasets that would otherwise be impractical.

**288.** (B) The need for critical evaluation of the information's credibility.
While the internet provides unparalleled access to information, it presents a major challenge regarding the reliability of sources. Unlike curated library collections, online data can be unverified, biased, or outdated. Researchers must exercise rigorous critical evaluation to assess the authority and accuracy of internet sources. This validation process is essential to ensure that the research built on such data remains credible.

NODIA

**226.** (A) The logic and principles that guide the choice of methods.
Methodology refers to the comprehensive theoretical and philosophical study of the principles that guide a research project. It provides the overarching framework and the rationale for why certain methods, such as surveys or interviews, are appropriate for a given study. Rather than just focusing on specific tools, methodology addresses the higher-level logic of inquiry and how knowledge should be sought. A clear methodology ensures that the entire research process is theoretically coherent and that the findings are produced in a systematic and justifiable manner.

**227.** (C) Providing facts that can support or challenge propositions.
Empirical research is a vital engine for the development of social theories, acting as a bridge between abstract ideas and social reality. By collecting and analyzing objective facts, research can provide the evidence needed to support existing theoretical propositions or, conversely, to challenge them when the data shows unexpected patterns. This ongoing process of testing and refinement ensures that social theories are accurate and capable of explaining human behavior. Without the foundation of empirical facts, social theories would remain purely speculative and scientifically unreliable.

**228.** (D) Dogmatic.
Scientific research is characterized by its systematic and objective approach, with common classifications based on its purpose, such as exploratory, descriptive, and explanatory research. These types rely on empirical evidence and a logical process. In contrast, being dogmatic involves asserting personal beliefs as absolute truths without considering evidence or other viewpoints. This is the opposite of the critical and evidence-based inquiry that defines all legitimate forms of academic research. Scientific knowledge must always be open to modification based on new data and rigorous analysis.

**229.** (C) Based on a moral judgment.
A scientifically useful hypothesis must be testable, clear, and based on existing theoretical knowledge. It should be a neutral statement that predicts a relationship between variables without being influenced by personal values or moral judgments. If a hypothesis is based on a moral claim, it becomes impossible to evaluate it objectively using empirical data, as “good” or “bad” are subjective viewpoints rather than measurable attributes. The goal of a hypothesis is to provide a specific and objective direction for the research process.

**230.** (C) a, b, c, and d only.
Social science research utilizes several systematic methods to gather information, including primary techniques like observation, questionnaires, and interviews, as well as secondary methods like analyzing existing literature. These tools are designed to provide a reliable and accurate representation of social phenomena. However, it is incorrect to assume that primary data collection is always cheaper or faster; it often requires significant time and financial resources compared to using existing secondary sources. Selecting the appropriate method depends on the research goals and the resources available to the investigator.

**231.** (D) The list of all population units from which a sample is drawn.
A sampling frame is an essential tool for implementing probability sampling, as it provides the complete list or database of every individual or unit in the target population. An accurate frame ensures that every member of the group has a known and equal chance of being selected, which is vital for the representativeness of the final sample. Any errors or omissions in the list can introduce bias and reduce the generalizability of the findings. Creating a thorough sampling frame is a critical early step in research.

**232.** (A) Both Statement I and Statement II are true.
Different scales of measurement provide varying levels of mathematical precision. An ordinal scale allows for the ranking of data into a logical order, but it does not quantify the exact distance between the ranks. In contrast, a ratio scale is the most advanced level, featuring equal intervals and an absolute zero point. This true zero allows for meaningful ratio comparisons, such as stating one value is twice as much as another. Choosing the correct scale is essential for performing the appropriate statistical analyses in a study.

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Maintaining high ethical standards, including the truthful reporting of all observations, is vital for ensuring the credibility of research.

**247.** (D) Appendices and Bibliography.
The final sections of a research report typically consist of the appendices and the bibliography. The appendices contain supplementary materials, such as raw data tables, copies of questionnaires, or technical details, that are important but would disrupt the flow of the main body. The bibliography provides the full and formal list of all the sources consulted during the research project. These sections ensure the transparency of the study, allowing readers to explore the evidence and follow the researcher's intellectual path in full detail.

**248.** (A) Be subjected to statistical testing for rejection.
The primary function of a null hypothesis is to provide a clear, neutral statement of "no effect" or "no difference" that can be evaluated using statistical tests. It serves as a benchmark for the researcher to determine if the observed data is significant enough to suggest that a real relationship exists between the variables. If the evidence is strong, the null hypothesis is rejected in favor of the alternative hypothesis. This structured approach is central to the scientific method, ensuring that research findings are based on evidence.

**249.** (C) Generalizability.
Generalizability is a measure of how much the results and conclusions from a study of a specific sample can be applied to the larger population. Achieving high generalizability is a major goal in quantitative research, as it allows for broader claims about human behavior or societal trends. This is primarily determined by the quality of the sampling technique and the degree to which the sample represents the diverse characteristics of the whole group. When a study is well-designed, findings from a few individuals can provide valuable social insights.

**250.** (A) a, b, c, and d only.
Good social science research is characterized by a systematic, logical, and evidence-based approach to inquiry. It involves using disciplined methods to identify patterns and a commitment to reporting factual findings neutrally, without being influenced by personal bias. However, scientific research does not always produce expected results; its purpose is to discover social reality, which may often challenge the researcher's initial hypotheses or expectations. This openness to unexpected findings is essential for the advancement of knowledge and for maintaining the integrity of the scientific process.

**251.** (B) To generate dependable knowledge for informing policy and questioning assumptions.
Social science research serves as a systematic effort to comprehend human society and behavior. It generates reliable knowledge essential for crafting effective public policies and improving social welfare. By challenging common-sense assumptions through rigorous inquiry, it provides a factual basis for development. This process ensures that decisions impacting society are grounded in evidence rather than mere speculation or intuition.

**252.** (A) Methodology is the overarching strategic rationale, while method is a specific procedural tool.
The distinction lies in their scope and function within the research process. Methodology represents the broad philosophical framework and the rationale behind choosing specific strategies. It provides the logical justification for the study's direction. In contrast, a method refers to the concrete, practical techniques like surveys or interviews used to collect and analyze data during the actual investigation.

**253.** (C) Method
A survey questionnaire is categorized as a method because it functions as a practical tool for gathering information. Methods are the specific procedures or techniques researchers employ to conduct data collection and analysis. While methodology provides the theoretical "why," the questionnaire serves as the practical "how," enabling the systematic acquisition of data required to address specific research objectives.

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**254.** (D) The researcher's assumptions about the nature of reality and knowledge.
A researcher's methodological choice is fundamentally shaped by their ontological and epistemological perspectives. Ontology concerns the nature of social reality, while epistemology

allowing for more informed decision-making in policy, practice, and overall social planning.

**240.** (B) The scientific method.
The process of formulating a testable hypothesis and then designing a systematic study to gather empirical evidence to evaluate that statement is a core application of the scientific method. This structured approach ensures that scientific claims are not based on personal opinion but are subjected to objective testing against social reality. By following these logical steps, the researcher can determine if the predicted relationship exists, leading to the validation or modification of social theories. This disciplined inquiry is what makes social science a rigorous and reliable field.

**241.** (B) Potential contribution to knowledge or practice.
The significance of a research problem refers to its value and importance in terms of how much it can contribute to the current body of scientific knowledge or to the improvement of social practices. A significant problem is one that addresses a meaningful gap, clarifies a complex issue, or offers insights that can inform policy and decision-making. Researchers prioritize problems that have the potential to make a difference in their field or in society, ensuring that the time and resources invested lead to useful and impactful results.

**242.** (A) The procedures used to conduct the research.
The methodology section of a research report is designed to provide a comprehensive and transparent account of how the study was carried out. It must describe the overall research design, the specific methods for data collection, the sampling technique, and the strategy for data analysis. This level of detail is essential for allowing other scholars to evaluate the reliability and validity of the study and to replicate the research if needed. A clear and thorough methodology demonstrates that the findings are based on sound scientific procedures.

**243.** (C) Proportional.
Measurement scales in research are standardly classified into four levels: nominal, ordinal, interval, and ratio. These scales increase in complexity and in the mathematical operations that can be performed on the data. The nominal scale labels categories, the ordinal scale adds rank, the interval scale provides equal distances, and the ratio scale adds an absolute zero point. "Proportional" is not a recognized level of measurement in this standard hierarchy. Correctly identifying the scale of measurement is vital because it determines the appropriate statistical tests for the analysis.

**244.** (D) A confidential, in-depth, one-on-one interview in private.
When investigating highly sensitive or personal topics like domestic violence, ensuring the safety and privacy of participants is the researcher's primary ethical obligation. A confidential, one-on-one interview in a secure and private setting is the most appropriate method for gathering rich, detailed information while protecting the participants' well-being. This approach encourages participants to share their experiences honestly without fear of social repercussions or harm. Prioritizing ethical safeguards like confidentiality and informed consent is essential for conducting responsible and respectful research on sensitive social issues.

**245.** (D) a, b, c and d.
Understanding the different types of data is fundamental to social research. Primary data consists of original information collected directly by the researcher for their specific study, such as interview transcripts or survey results. Secondary data refers to information that was previously gathered and processed by others for different purposes, such as census reports or existing scholarly articles. Recognizing these sources is essential for determining the originality and context of the evidence used. Both types of data play a crucial role in building a comprehensive and scientifically valid research project.

**246.** (B) Making up data or results.
Fabrication is one of the most serious ethical violations in scientific research, involving the intentional creation of fictional data or results to support a specific conclusion. This deceptive practice undermines the core principles of honesty and transparency that are essential to the academic community. By publishing fabricated findings, the researcher misleads other scholars and the public, potentially leading to incorrect social policies or flawed scientific theories.

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a larger population to gather data. Because it is often impossible or too expensive to study every single member of a large group, sampling provides an efficient way to conduct research. A well-selected sample should represent the diverse characteristics of the whole population, allowing the researcher to make accurate generalizations about the group as a whole. Effective sampling is essential for ensuring the validity and social significance of the study's conclusions.

**220.** (B) b and c only.
Sampling techniques are categorized into probability and non-probability types. Probability techniques, such as simple random and stratified random sampling, use random selection to ensure every member has a known chance of being chosen, which allows for statistical generalization. Non-probability techniques, like snowball and quota sampling, rely on the researcher's judgment or accessibility to find participants. While these methods are often useful for reaching specific populations or for exploratory research, they do not allow for the same level of confident generalization to the whole population.

**221.** (C) Data analysis.
Coding is a critical part of the data analysis phase, where raw information is assigned specific numerals or symbols to make it suitable for processing. This transformation allows researchers to organize and categorize data systematically, particularly when using computer software like SPSS for statistical testing. By standardizing the data in this way, patterns can be more easily identified, and mathematical operations can be performed accurately. Proper coding ensures that the analysis is rigorous and that the final findings are based on a systematic evaluation of the evidence.

**222.** (D) Protecting participants from harm.
Protecting the safety and rights of participants is a fundamental ethical obligation in any social science research. This principle of non-maleficence requires researchers to identify and minimize any potential physical, psychological, or social risks associated with participating in the study. Ensuring that individuals are not harmed by their involvement is essential for maintaining scientific integrity and public trust. Ethical research always prioritizes the welfare and dignity of the human subjects above the pursuit of scientific knowledge, ensuring a respectful and responsible relationship with the participants.

**223.** (A) Acknowledges the researcher's intellectual debts.
A bibliography is a formal and essential part of a research report, providing a complete list of all the books, articles, and other materials that the researcher consulted. Including a bibliography serves to acknowledge the intellectual work of other scholars and to demonstrate the depth of the researcher's own investigation. This transparency is a core requirement of academic writing, as it avoids plagiarism and allows readers to verify the evidence. It respects the collective nature of scientific inquiry by clearly crediting the original authors of ideas.

**224.** (B) Report writing and dissemination.
The final stage of the research process involves the formal preparation of a report and the dissemination of the findings to the academic community and the public. This step is vital because knowledge that is not shared has no social value. The report details the entire study, from the initial problem to the final conclusions, ensuring that the research is transparent and can be evaluated by others. Effective dissemination allows the findings to inform policy, improve practices, and contribute to the ongoing growth of scientific understanding.

**225.** (B) Both A and R are true but R is not the correct explanation of A.
The internet has significantly expanded the accessibility of information for researchers, offering rapid retrieval of various sources. However, the sheer volume of online content means that its quality can vary greatly. Researchers have a professional responsibility to critically evaluate the credibility and potential bias of the information they find online. While both statements are true, the need for critical awareness is a general research principle rather than the direct explanation for why the internet has had such a large impact on the process of information access.

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addresses how that reality can be known. These foundational assumptions dictate the strategy used to investigate social phenomena. This alignment ensures that the selected methods are appropriate for the specific theoretical framework and research goals.

**255.** (C) A coherent methodology guides the selection of appropriate methods.
Methodology acts as the scaffolding for a research project, providing the logic and strategy that justify the use of certain tools. It encompasses the theoretical perspective that informs the entire inquiry. Consequently, a robust and coherent methodology directs the researcher toward selecting specific data collection methods that are most suitable for producing valid, credible, and significant research findings.

**256.** (B) The inherent involvement of the researcher's own values and biases.
Achieving objectivity is difficult because social inquiry involves studying human beings, where researchers may have personal beliefs or ideological stances. These values can unconsciously influence every stage, from topic selection to data interpretation. Because complete value-neutrality is often considered an elusive ideal, the primary challenge remains the subjective nature of the researcher interacting with the social world.

**257.** (D) Empirically verifiable pieces of information.
In the context of scientific inquiry, facts are defined as pieces of information that can be empirically verified through observation or measurement. They represent the desired output of social research, providing an objective basis for analysis. Unlike personal opinions or theoretical assumptions, facts are grounded in evidence that remains consistent regardless of the individual researcher's personal values or beliefs.

**258.** (A) Adhering to systematic procedures and being transparent about one's values.
Procedural objectivity emphasizes a commitment to transparency and methodological rigor. Instead of claiming absolute detachment, researchers acknowledge their personal value positions. They adhere strictly to well-defined, systematic research procedures that allow others to replicate and verify their findings. This approach ensures inter-subjective accountability, where the credibility of the research depends on the transparency and consistency of the process.

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**259.** (C) Every stage, from topic selection to data interpretation.
Researcher values are pervasive throughout the scientific process rather than being confined to a single step. These personal beliefs shape the initial selection of a research problem and influence how questions are formulated. Furthermore, ideological stances can impact the interpretation of collected data and the final conclusions drawn, making it essential to maintain awareness of these potential biases.

**260.** (A) To ensure the research findings can be verified and replicated by others.
Striving for objectivity aims to establish inter-subjective accountability within the scientific community. By minimizing the influence of personal biases through rigorous methods, researchers ensure that their work is credible and reliable. The ultimate objective is to produce findings that are grounded in evidence, allowing other scholars to independently verify and replicate the results using the same systematic procedures.

**261.** (D) To develop, test, and refine theories through empirical investigation.
Research serves as the essential mechanism for advancing scientific knowledge by linking abstract ideas with empirical evidence. It provides a structured way to develop new theories, test existing hypotheses, and refine theoretical frameworks based on observed data. This dynamic relationship ensures that theories remain grounded in reality rather than speculation, fostering a deeper and more accurate understanding of social phenomena.

**262.** (B) A deductive approach.
A deductive approach involves a logical progression from the general to the specific. It begins with an established theory from which testable hypotheses are derived. The researcher then designs a study to collect empirical data to see if the evidence supports or contradicts these hypotheses. This method focuses on validating or falsifying pre-existing theoretical propositions through systematic observation.

**233.** (C) Analysis of Data.
SPSS is a powerful and specialized software package used in social science research primarily for the processing and analysis of quantitative data. It allows researchers to perform a wide range of statistical tests to identify patterns and determine the significance of their results. By automating complex calculations, SPSS increases both the speed and accuracy of the analysis phase. It is a vital tool for transforming raw numerical data into the evidence needed to test hypotheses and draw valid, data-driven conclusions about social phenomena.

**234.** (A) deception.
Debriefing is an ethical practice where the researcher provides participants with a full explanation of the study's true purpose and methods once their involvement is complete. This is especially important when some form of deception was used during the research to prevent biased responses. Deception must be justified and debriefing ensures that participants leave the study without any lingering confusion or distress. This process upholds the principles of transparency and respect for participants, ensuring that the research is conducted in a responsible and ethically sound manner.

**235.** (B) P-3, Q-4, R-1, S-2.
Understanding key research terms is essential for a structured investigation. A null hypothesis assumes no relationship exists between variables. Objectivity focuses on minimizing personal bias to ensure findings are neutral. Primary data is information collected for the first time by the researcher. A research design is the comprehensive blueprint or plan for the entire study. Together, these elements ensure that the research is conducted systematically and that the findings are based on evidence, contributing to the development of reliable and credible social science knowledge.

**236.** (B) Secondary sources.
Utilizing government records and historical documents is a form of secondary research because the researcher is analyzing information that was previously collected and processed by others. These sources offer a wealth of data for understanding social trends, policy impacts, and the historical context of social phenomena. While primary data is gathered directly for a specific study, secondary sources provide an efficient way to access existing information on a large scale. Using these materials requires a critical approach to ensure the evidence is relevant and reliable for the current study.

**237.** (C) Cyclical and self-correcting.
The scientific method is not a one-time linear event but a continuous, cyclical process. It involves moving from theory to hypothesis, then to observation and analysis, which in turn leads back to the refinement or modification of theory. This approach is inherently self-correcting because scientific knowledge is always open to being challenged and updated as new empirical evidence becomes available. This ongoing process of testing and evaluation ensures that scientific understandings of the world remain accurate, reliable, and grounded in observable reality rather than tradition or belief.

**238.** (D) Research is fact-based, but interpretation is influenced by values.
In research, there is a complex interplay between empirical facts and subjective values. Scientific inquiry is grounded in facts, which are verifiable observations based on data. However, values frequently play a role in the earlier stages, such as the selection of a topic, and in the later stages, when the researcher must interpret the social meaning of the findings. Recognizing this influence is essential for maintaining transparency. While researchers should strive for objectivity, acknowledging the presence of values helps to ensure a more honest and contextualized reporting of findings.

**239.** (A) Provides a systematic and evidence-based view of social life.
The primary significance of social science research is its ability to offer an objective and disciplined understanding of complex human behaviors and societal structures. By moving beyond casual observations and common sense, research provides reliable evidence that can be used to identify social trends, test theoretical frameworks, and develop effective interventions for societal problems. This commitment to systematic inquiry ensures that our collective knowledge of social life is based on actual reality,

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question. A clearly articulated problem serves as the foundation for the entire study, guiding the researcher in formulating hypotheses and selecting the most appropriate methods for investigation and analysis.

**272.** (B) A tentative and testable statement about variable relationships.
A hypothesis is a specific, clear, and precise prediction regarding the expected outcome of a study. It serves as a tentative statement about the relationship between two or more variables that can be empirically tested. Hypotheses guide the research process by providing a focused direction for data collection, allowing researchers to gather evidence that supports or refutes their predictions.

**273.** (D) It posits that no relationship or difference exists between variables.
The null-hypothesis represents the status quo, stating that there is no significant relationship or difference between the variables under investigation. In formal research, it provides a baseline for statistical testing. The researcher's goal is typically to gather enough empirical evidence to challenge and potentially reject this hypothesis, thereby lending support to the existence of a real effect or relationship.

**274.** (A) There is no difference in student scores between the new and old teaching methods.
In a study comparing two teaching methods, the null-hypothesis assumes that the new method has no effect on performance. It posits that any observed differences in student scores between the two groups are due to chance rather than the teaching intervention. Statistical testing is then used to determine if the results are significant enough to reject this assumption of no difference.

**275.** (C) Test and potentially reject the null-hypothesis.
The research process is systematically designed to gather empirical evidence that allows for the testing of hypotheses. By analyzing the collected data, researchers determine if the evidence is strong enough to reject the null-hypothesis. Rejecting the null-hypothesis provides indirect support for the alternative research hypothesis, indicating that a significant relationship or difference likely exists between the variables studied.

**276.** (A) A strategic plan or blueprint for conducting the research.
A research design serves as a comprehensive blueprint that guides the entire project from conception to completion. It is a systematic framework that ensures research questions are addressed effectively and credibly. By outlining the study's structure, the design provides a clear path for data collection and analysis, helping the researcher maintain focus and achieve the overall objectives of the inquiry.

**277.** (D) Structure the study to maximize reliability and validity.
The primary objective of a research design is to create a logical structure that minimizes potential errors. By carefully planning the investigative process, researchers can maximize the reliability and validity of the evidence collected. This systematic approach ensures that the findings are credible and that the conclusions drawn from the data accurately reflect the phenomena being studied within the research.

**278.** (B) The research problem and the empirical data collection/analysis.
Research design acts as the essential connection between the initial research problem and the practical activities of gathering and analyzing data. It translates the theoretical questions into a concrete plan for empirical investigation. This bridge ensures that the chosen methods and analytical techniques are directly relevant to the specific problem being addressed, maintaining the internal consistency of the entire study.

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**279.** (C) By providing a systematic plan for measuring and controlling variables to test relationships.
A well-constructed research design allows for the systematic validation of hypotheses by determining how variables will be measured and controlled. It enables the researcher to test the predicted relationships between variables in a rigorous manner. By managing extraneous factors, the design provides a robust environment where researchers can draw confident and scientifically sound conclusions about the validity of their hypotheses.

**263.** (C) With specific observations and empirical data.
The inductive approach starts at the ground level with specific observations and empirical data collection. Researchers examine this information to identify recurring patterns, themes, or regularities. These observations then serve as the foundation for developing broader generalizations. Eventually, these insights lead to the formulation of new theories, moving from specific instances to a more generalized understanding of social reality.

**264.** (D) Provides a structured process for linking observation and theory.
The scientific method acts as a rigorous framework that bridges the gap between empirical observations and theoretical constructs. It involves a systematic sequence of observing phenomena, formulating testable hypotheses, conducting empirical tests, and drawing logical conclusions. This structured process allows for the continuous modification and improvement of theories, ensuring that scientific advancement is based on a reliable and replicable investigative cycle.

**265.** (A) Cyclical and interactive.
The connection between research and theory is characterized by a continuous, interactive cycle where each informs the other. Theories provide the initial framework and hypotheses for research, while empirical findings offer the evidence needed to build, refine, or challenge those theories. This ongoing feedback loop ensures that social science knowledge is both theoretically grounded and empirically supported over time.

**266.** (B) Basic research.
Basic research, also known as pure or fundamental research, is primarily driven by intellectual curiosity. Its main objective is to expand the existing body of knowledge by developing or refining theories and deepening the understanding of social phenomena. This type of inquiry is conducted without any immediate practical application or goal of solving a specific, real-world problem in mind.

**267.** (B) Applied research.
Applied research is specifically designed to address practical problems and provide actionable solutions. Unlike basic research, its focus is on generating knowledge that can directly inform public policy, organizational practices, or social interventions. This type of investigation seeks to apply scientific findings to real-world issues, making it a crucial tool for professional practitioners and policymakers in various fields.

**268.** (A) It involves the collection and statistical analysis of numerical data.
Quantitative research is defined by its focus on numerical data and statistical techniques. It utilizes systematic measurements to identify patterns, test pre-defined hypotheses, and make broad generalizations about a population. By converting social phenomena into numbers, researchers can perform objective analyses that allow for the comparison of variables and the determination of statistical significance across different groups or conditions.

**269.** (C) Qualitative research.
Qualitative research focuses on understanding the complex meanings and subjective experiences of individuals within specific contexts. It utilizes non-numerical data such as in-depth interviews, observations, and textual analysis to provide rich, detailed descriptions. This approach is particularly effective for exploring how people perceive their social world, allowing researchers to uncover nuanced insights that quantitative methods might otherwise overlook.

**270.** (D) Descriptive research.
Descriptive research aims to provide an accurate account of the characteristics of a particular phenomenon or population. It focuses on answering basic questions such as "who," "what," "where," and "when" to describe what is currently happening. This type of study provides a foundational understanding of a situation, mapping out its features without necessarily investigating the underlying causes or reasons.

**271.** (C) The identification of a research problem.
Identifying a research problem is the critical first step in any systematic inquiry. This process involves narrowing down a broad area of interest into a specific, well-defined, and researchable

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**289.** (D) Secondary data.
A national census report is a classic example of secondary data. The information was originally collected by a government agency for public record and policy planning rather than for a specific academic study. When a researcher uses this existing data for their own investigation, they are leveraging secondary sources to conduct analysis, benefiting from a large-scale and professionally gathered dataset.

**290.** (A) More curated and professionally vetted.
Library resources are generally considered more reliable than general internet sources because they are professionally curated and vetted. Libraries provide access to books, academic journals, and periodicals that have undergone a selection process for quality and accuracy. This curation ensures that researchers are working with high-quality, authoritative materials, which is crucial for maintaining the academic integrity and rigor of their work.

**291.** (C) To select a representative subset of a population for making inferences.
Sampling is used when it is impractical to collect data from every individual in a large population. By selecting a smaller, representative subset, researchers can make observations and draw logical inferences about the entire group. This process allows for efficient data collection while still providing results that can be generalized to the broader population with a measurable level of confidence.

**292.** (A) Every unit in the population has a known, non-zero chance of being selected.
The defining feature of probability sampling is that every member of the population has a known and non-zero chance of being included in the sample. This randomized approach is vital for reducing selection bias and ensuring representativeness. Furthermore, it allows researchers to use statistical methods to estimate the sampling error, providing a measure of how accurately the sample reflects the population.

**293.** (D) Nominal.
A nominal scale is used for categorizing data into distinct groups that do not have a natural order or ranking. Classifying respondents by their city of residence, such as Delhi or Mumbai, is a clear example of nominal measurement. The labels serve only to identify and distinguish between different categories, without implying any quantitative value or relative hierarchy between the groups.

**294.** (B) Ordinal.
An ordinal scale categorizes data and provides a specific ranking or order. In a satisfaction survey, the responses ranging from “Very Unsatisfied” to “Very Satisfied” allow researchers to see which values are higher or lower than others. However, while the order is clear, the actual distance or interval between these different levels of satisfaction is not necessarily equal or measurable.

**295.** (C) Ratio scale.
A ratio scale is the most precise level of measurement, featuring equal intervals between points and a true, meaningful zero point. The presence of a true zero indicates the complete absence of the variable being measured, such as age or income. This property allows researchers to calculate meaningful ratios and perform a wide range of advanced statistical analyses on the collected data.

**296.** (D) To facilitate the management and statistical analysis of data.
Software packages like SPSS are indispensable tools in modern social science for handling quantitative information. They allow researchers to efficiently manage large, complex datasets and perform a wide variety of statistical analyses. From basic descriptive statistics to advanced inferential tests, these programs provide the computational power needed to process data accurately and quickly, supporting the rigorous analysis of research findings.

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**297.** (A) Avoiding plagiarism and practicing research ethics.
Adhering to consistent citation patterns is a fundamental requirement of research ethics and academic integrity. By properly citing the work of others, researchers give credit for intellectual contributions and avoid plagiarism. This practice allows readers to trace the foundations of the research and ensures that the scholarly communication process remains transparent,

honest, and respectful of the wider academic community.

**298.** (B) To offer a comprehensive list of sources consulted and cited.
A bibliography serves as a complete record of all the academic materials, reports, and other sources that a researcher consulted and cited during their study. Located at the end of the report, it allows readers to locate and verify the original sources of information. This transparency supports the credibility of the research by showing it is grounded in a solid theoretical framework.

**299.** (B) Obtaining informed consent from participants.
Informed consent is a cornerstone of ethical research involving human participants. It ensures that individuals are fully aware of the nature of the study and voluntarily agree to participate without any coercion. This process protects the rights and well-being of the subjects, maintaining the ethical standard of respecting individual autonomy while ensuring that the research is conducted responsibly and fairly.

**300.** (A) A skilled and essential final stage of the research process.
Report writing is a critical skill that marks the final stage of the research process. It requires the researcher to present findings with clarity, precision, and logical structure. A well-written report effectively communicates the study's significance, methodology, and conclusions to the wider audience. This final step is essential for disseminating knowledge and upholding the principles of scientific rigor and professional accountability.



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